

Master Thesis  
Consulting Project

*Services Marketing Strategy recommendations  
for Ginásio Clube Português*

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## ABSTRACT

### **Title: Services Marketing Strategy recommendations for Ginásio Clube Português**

Ginásio Clube Português (GCP) has been facing some difficulties regarding not only the attraction of new members but also maintaining the existing members. The main goal with this dissertation was then to identify areas of concern and formulate recommendations to be analyzed by Ginásio Clube Português.

This dissertation contains a Literature Review chapter, in which concepts related to the consulting project developed are explained and clarified. A brief explanation of Ginásio Clube Português' history and indicators as well as the proposed challenge for this project follows. The Methodology used in this project for the identification of problems is then explained and Recommendations are formulated.

It was possible to identify several areas of concern and formulate three sets of different recommendations to be analyzed by GCP: recommendations focused on the attraction of new members, recommendations focused on the maintaining of current members and general recommendations.

## TABLE OF CONTENTS

Acknowledgments.....	ii
Abstract.....	iii
Table of Contents .....	iv
List of Figures and Tables .....	vi
1. Introduction .....	1
2. Literature Review .....	2
2.1. Services Marketing.....	2
2.2. Relationship Marketing .....	3
2.3. Customer Relationship Management .....	6
2.4. Sports Marketing.....	7
2.5. Service Quality .....	8
3. Ginásio Clube Português .....	12
3.1. Activities.....	13
3.2. Members.....	15
3.3. Facilities.....	17
3.4. Human Resources Structure.....	18
4. Challenge Proposed .....	19
5. Project Management .....	20
5.1. Governance .....	20
5.2. Communication Management .....	20
5.3. Scope .....	21
5.4. Time Management.....	21
5.5. Risk Management.....	22
6. Methodology.....	23
6.1. Research Purpose.....	23
6.2. Research Strategy.....	23
6.3. Research Design .....	23
7. Data Analysis .....	30
7.1. Content of Internal Interviews .....	30



7.2. Questionnaires .....	33
7.3. Mystery-customer Visits .....	37
7.4. Benchmarking .....	39
8. Consulting Project .....	41
8.1. Summary Conclusions about GCP .....	41
8.2. Recommendations to GCP .....	43
8.3. GCP's Feedback .....	53
9. Conclusion .....	55
10. References .....	57
Appendix 1 – List of the activities offered by GCP .....	62
Appendix 2 – Special programs .....	64
Appendix 3 – Corporate plans .....	65
Appendix 4 – Membership .....	66
Appendix 5 – GCP's facilities (most relevant for this project) .....	67
Appendix 6 – Meetings schedule and Project Timeline .....	69
Appendix 7 – Interviews' questions .....	70
Appendix 8 – Questionnaire “Motivations for physical activity participation” .....	72
Appendix 9 – Questionnaire “Study of the satisfaction of the members of Ginásio Clube Português” .....	79
Appendix 10 – Distribution and collection of questionnaires .....	81
Appendix 11 – Evaluation grid for the mystery-customer visits .....	84
Appendix 12 – Results of questionnaire “Motivations for physical activity participation” .....	85
Appendix 13 - Results of questionnaire “Study of the satisfaction of the members of Ginásio Clube Português” .....	91
Appendix 14 – New GCP website .....	95
Appendix 15 – Final report presented to GCP.....	103

## LIST OF FIGURES AND TABLES

Figure 1. Service Promises and Related Marketing Activities .....	4
Figure 2. The Gaps Model of Service Quality .....	9
Figure 3. Segments of the leisure sports market .....	12
Figure 4. Comparison of GCP's number of members between 2010 and 2012 .....	15
Figure 5. Distribution of GCP members by age .....	16
Figure 6. GCP's Human Resources Structure.....	18
Figure 7. Example of a Fitness Hut weekly challenge.....	38
Figure 8. Homepage of the new website created .....	44
Figure 9. Porter's generic strategies.....	47
Table 1. Distribution of members that are practitioners .....	16
Table 2. Distribution of GCP members by age group .....	17
Table 3. Socio-demographic characteristics of the respondents of questionnaire "Motivations for physical activity participation".....	34
Table 4. Socio-demographic characteristics of the respondents of questionnaire "Study of the satisfaction of the members of Ginásio Clube Português" .....	36
Table 5. Summary of Mystery-customer visits to competitors .....	39

## 1. INTRODUCTION

As a consequence of Portugal's current economic situation, the health club sector is losing 10% to 15% in terms of members. Ginásio Clube Português (GCP) has also been affected by this crisis and has not managed to maintain its current members base or increase it by attracting new members.

Considering the different activities available to people such as going to the cinema, concerts and going to coffeehouses, physical exercise has started to compete with these activities and has become an integrating part of the leisure time people have available. Therefore, competition has increased in the last years for health clubs: not only have to be concerned with low-cost health clubs, but also with other activities that can appeal to people as they all compete for people's leisure time. It becomes then imperative to understand which services Ginásio Clube Português is failing to provide that influence members' decision to leave GCP and the reasons why they are not fulfilling the members' expectations.

Thus, this dissertation aims to prepare recommendations to Ginásio Clube Português that will assist them in mitigating their current difficulties. The consulting project at Ginásio Clube Português was a joint project between Filipa Marques and Margarida Gonçalves.

## 2. LITERATURE REVIEW

### 2.1. SERVICES MARKETING

In the marketing context, there are a number of characteristics that make services differ from goods and call for a different treatment when dealing with services marketing.

Some of the notable characteristics of service, consistently cited in the literature, that make managing service different are intangibility, heterogeneity, simultaneity of production and consumption, and perishability (Rust and Chung, 2006; Zeithaml, Parasuraman and Berry, 1985). Intangibility implies that service cannot be inventoried or easily displayed. Heterogeneity arises because service often depends upon labor, which is inherently more unreliable than machines. Simultaneity of production and consumption (inseparability) means that the consumer participates in the transaction, and therefore service is not easily centralized. Perishability means that for many services, once the time of potential service passes, the opportunity to sell that service perishes (Rust and Chung, 2006).

An important conclusion about services is that services are performances and they cannot be seen, felt, tasted or touched in the same manner in which goods can be sensed (Zeithaml, Parasuraman and Berry, 1985). Consequently, service businesses can be considered as relationship-based businesses. In services, the customer is involved, sometimes for a long period of time, sometimes only for a short moment, and sometimes on a regular basis, sometimes only as a one-time encounter. There is always a direct contact between a customer and the service firm (Grönroos, 1995). Considering this, it becomes especially important in services the delivery component because of the higher degree of variability usually encountered in service, which tends to be more labor-intensive (Rust and Chung, 2006).

## 2.2. RELATIONSHIP MARKETING

Grönroos, 1990, based on Berry's, 1983, definition of relationship marketing as "attracting, maintaining and enhancing customer relationships", adds the perspectives of noncustomer partnerships, mutual benefit, promise-keeping, and profitability: "Marketing is to establish, maintain, and enhance relationships with customers and other partners, at a profit, so that the objectives of the parties involved are met. This is achieved by a mutual exchange and fulfillment of promises".

The phrase "relationship marketing" appeared in the services marketing literature for the first time in a 1983 paper by Leonard L. Berry (Barnes, 1994; Grönroos, 1994). Berry outlined five strategy elements for practicing relationship marketing: developing a core service around which to build a customer relationship, customizing the relationship to the individual customer, augmenting the core service with extra benefits, pricing services to encourage customer loyalty, and marketing to employees so that they, in turn, will perform well for customers (Berry, 1983).

A relationship type of approach is long term in nature, whereas transaction marketing is more oriented toward short-term goal. One can say that the goal of transaction marketing is to get customers, whereas the goal of relationship marketing is to get and keep customers. Keeping customers becomes more important (although getting customers of course is the basis for having any customers to keep) because it is normally less expensive to make a satisfied existing customer buy more compared to what it costs to get a new customer (Grönroos, 1995).

Grönroos, 1990, emphasizes the promise concept as integral to the practice of relationship marketing. Keeping promises is the essence of a mutually beneficial service relationship (Bitner, 1995). For service providers, this implies three essential activities as shown in Figure 1: making realistic promises in the first place and keeping those promises during service delivery by enabling employees and service

systems to deliver on promises made (Bitner, 1995).

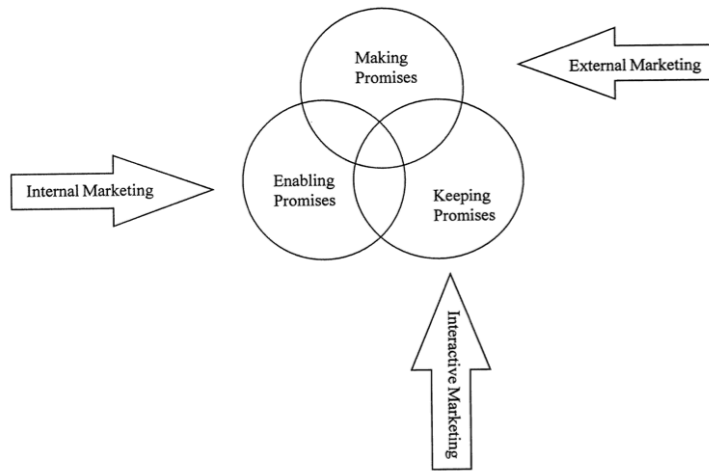


Figure 1. Service Promises and Related Marketing Activities

Source: Bitner (1995), "Building Service Relationships: It's All About Promises", pp. 247

For service organizations, all three types of marketing activities are essential for building and maintaining relationships with customers

### 2.2.1. External Marketing

Through its external marketing efforts, an organization makes promises to its constituencies regarding what they can expect and how it will be delivered. Traditional marketing activities such as advertising, sales, special promotions, and pricing facilitate this type of marketing (Bitner, 1995). But for services, other factors also communicate the promise to customers. The service employees, the design and decor of the facility, and the service process itself also communicate and help to set customer expectations (Bitner 1992, 1993; Grove, Fisk, and Bitner, 1992).

In addition, a firm that provides free product information improves its reputation, and increase the probability that a new-client will visit its website for service and purchases. Messages that are more customized and better designed help firms to get through to consumers (Rust and Chung, 2006). Likewise, information that is

better presented helps reduce the likelihood of information overload (Lurie, 2004); this in turn helps a firm to get the key selling points across to consumers.

Consequently, branding plays a special role in service companies because strong brands increase customers' trust of the invisible purchase (Berry, 2000). Brand development is crucial in services, given the inherent difficulty in differentiating products that lack physical differences (Zeithaml, 1981). These companies use the brand as the foundation for building trust-based relationships with customers (Berry, 2000).

Service companies build strong brands through branding distinctiveness and message consistency, by performing their core services well, from reaching customers emotionally, and by associating their brands with trust (Berry, 2000).

Service companies strengthen brand equity by focusing on underserved market needs. They enhance the customers' experience by doing something that needs to be done. Over time, these companies become famous for their defining excellence, aided not only by their own controlled messages but also by customers' experiences and word-of-mouth communications (Berry, 2000).

### **2.2.2. Internal Marketing**

In order that employees and service systems can deliver on the promises made, they must have the skills, abilities, tools, and motivation to deliver. In other words, they must be enabled. Promises are easy to make, but unless employees are recruited, trained, provided with tools and appropriate internal systems, and rewarded for good service, the promises may not be kept (Bitner, 1995).

Internal marketing has been emphasized in the services marketing literature because the services product is a performance and the performers are employees (Berry, 1995). Thus service firms must focus attention and resources on "attracting, developing, motivating, and retaining qualified employees through job-products that

satisfy their needs" (Berry and Parasuraman, 1991). Only when service providers perform well does the likelihood of customers continuing to buy increase (Berry, 1983).

### **2.2.3. Interactive Marketing**

Interactive marketing is marketing that occurs in the moment of truth when the customer interacts with the organization and the service is produced and consumed. Interestingly, promises are kept or broken and the reliability of service is tested every time the customer interacts with the organization. These service promises are most often kept or broken by the employees of the organization or in some cases by technology (Bitner, 1995). Every time a customer interacts with a service organization (by phone, mail, via technology, or in person), a service encounter occurs (Shostack, 1984).

From the customer's perspective, service relationships are built from these encounters; each encounter tests the organization's ability to keep its promises. It is during these encounters or "moments of truth" that customers receive a snapshot of the organization's quality, and each encounter contributes to the customer's overall satisfaction and willingness to do business with the organization in the future (Bitner, 1990; Bitner, Booms, and Tetreault 1990; Bolton and Drew, 1992; Woodside, Frey, and Daly, 1989). From the organization's perspective, each encounter thus presents an opportunity to prove its potential as a quality service provider, to build trust, and to increase customer loyalty – to build a relationship. Unfortunately, each encounter also presents the possibility of reducing perceptions of quality, destroying trust, and decreasing customer loyalty (Bitner, 1995).

## **2.3. CUSTOMER RELATIONSHIP MANAGEMENT**

Following Swift's, 2000, argument that organizations will benefit from adopting a relevant strategic CRM definition for their firm and ensuring its consistent use



throughout their organization, Payne and Frow, 2005, defined CRM as follow: “CRM is a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. CRM unites the potential of relationship marketing strategies and IT to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand customers and cocreate value with them. This requires a cross-functional integration of processes, people, operations, and marketing capabilities that is enabled through information, technology, and applications”.

By having natural direct contacts with their customers, firms can develop direct ways of managing their customer information systems (Grönroos, 1995). The advent of the Internet has opened up new possibilities for personal interaction with the customer and customization of the service to better suit customer needs (Rust and Chung, 2006). However, one cannot forget that customer relationship management can fail when a limited number of employees are committed to the initiative; thus, employee engagement and change management are essential issues in CRM implementation (Payne and Frow, 2005).

## 2.4. SPORTS MARKETING

According to Shank, 2005, sports marketing can be defined as “the specific application of marketing principles and processes to sport products and to the marketing of nonsports products through association with sport”. Shank, 2005, also adds that to succeed in sports marketing, one needs to understand both the sports industry and the specific application of marketing principles and processes to sports context.

Sports marketers sell their products based on the benefits the products offer to consumers. In fact, products can be described as “bundles of benefits”. Whether as

participants, spectators or sponsors, sports products are purchased based on the benefits consumers derive (Shank, 2005).

Sports marketing's scope of action can be separated into two different contexts (Dionísio, 2009):

- 1) Sporting events in which the consumer has a mere spectator role and the practitioners of the sport are the “actors” of the sports’ product;
- 2) Sports in which the consumer is also practicing the sport on a non-professional way.

To successfully compete in the expanding sports participant market, sports organizations must develop a thorough understanding of participant consumption behavior and what affects it. Participant consumption behavior is defined as actions performed when searching for, participating in, and evaluating the sports activities that consumers believe will satisfy their needs (Shank, 2005).

Sports marketers must understand why consumers choose to participate in certain sports and what the benefits of participation are for consumers (Shank, 2005).

## 2.5. SERVICE QUALITY

As sports organizations develop marketing orientation, the need to deliver a high level of service quality to consumers is becoming increasingly important (Shank, 2005). The quality and essence of a service can vary from producer to producer, from customer to customer, and from day to day (Zeithaml, Parasuraman and Berry, 1985).

Service quality can be defined as a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis (Lewis and Booms, 1983).

Parasuraman, Zeithaml and Berry, 1985, developed a general model of service quality known as the GAPS Model of Service Quality. The GAPS Model of Service Quality serves as a framework for service organizations attempting to improve quality service and services marketing (Zeithaml, Bitner and Gremler, 2008). Parasuraman, Zeithaml and Berry, 1988, have also developed a 22-item instrument for assessing customer perceptions of service quality in service and retailing organizations named SERVQUAL.

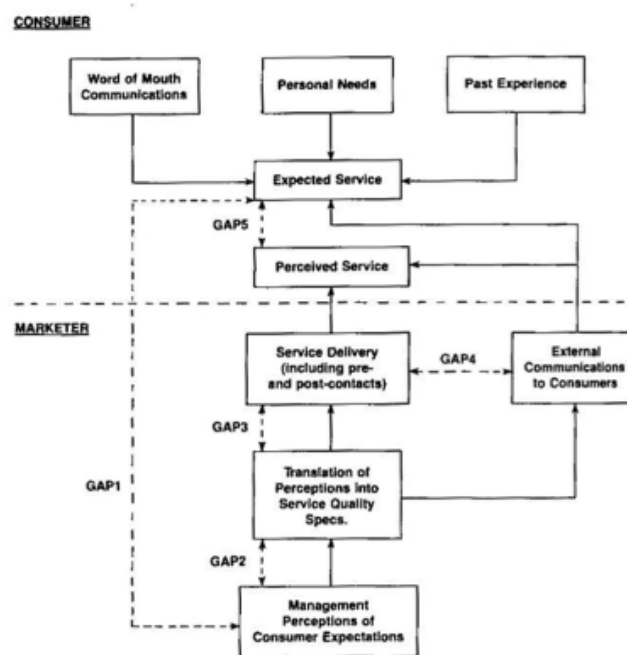


Figure 2. The Gaps Model of Service Quality

Source: Parasuraman, Zeithaml and Berry (1985), "A Conceptual Model of Service Quality and its implications for Future Research", pp. 44

Regarding the GAPS Model of Service Quality and starting by the customer gap (GAP 5), the expected service-perceived service gap, indicates that judgments of high and low service quality depend on how consumers perceive the actual service performance in the context of what they expected. Therefore, the quality that a consumer perceives in a service is a function of the magnitude and direction of the gap between expected service and perceived service (Parasuraman, Zeithaml and Berry, 1985).

Focusing now on the provider gaps, the consumer expectation-management perception gap (GAP1) focus concentrates on the fact that service firm executives may not always understand what features connote high quality to consumers in advance, what features a service must have in order to meet consumer needs, and what levels of performance on those features are needed to deliver high quality service. Consequently, the gap between consumer expectations and management perceptions of those expectations will have an impact on the consumer's evaluation of service quality (Parasuraman, Zeithaml and Berry, 1985).

In the management perception-service quality specification gap (GAP2), knowledge of consumer expectations exists but the perceived means to deliver to expectations apparently do not. A variety of factors — resource constraints, market conditions, and/or management indifference — may result in a discrepancy between management perceptions of consumer expectations and the actual specifications established for a service (Parasuraman, Zeithaml and Berry, 1985).

The service quality specifications - service delivery gap (GAP3) focuses on a service's firm employees, who exert a strong influence on the service quality perceived by consumers and employee performance cannot always be standardized. The gap between service quality specifications and actual service delivery will affect service quality from the consumer's standpoint (Parasuraman, Zeithaml and Berry, 1985).

Finally, GAP 4, the service delivery – external communications gap, indicates that external communications can affect not only consumer expectations about a service but also consumer perceptions of the delivered service. Alternatively, discrepancies between service delivery and external communications—in the form of exaggerated promises and/or the absence of information about service delivery aspects intended to serve consumers well—can affect consumer perceptions of service quality (Parasuraman, Zeithaml and Berry, 1985).

In conclusion, service quality as perceived by a consumer depends on the size and direction of GAP5, which, in turn, depends on the nature of the gaps associated with the design, marketing, and delivery of services.

### 3. GINÁSIO CLUBE PORTUGUÊS

Considering the leisure sports market, GCP can be inserted in the segment of sports clubs oriented to their members, although it also offers Training, Competition and Representation sports. The following figure identifies the three different segments in the leisure sports market and some examples of sports clubs/health clubs operating in each segment.

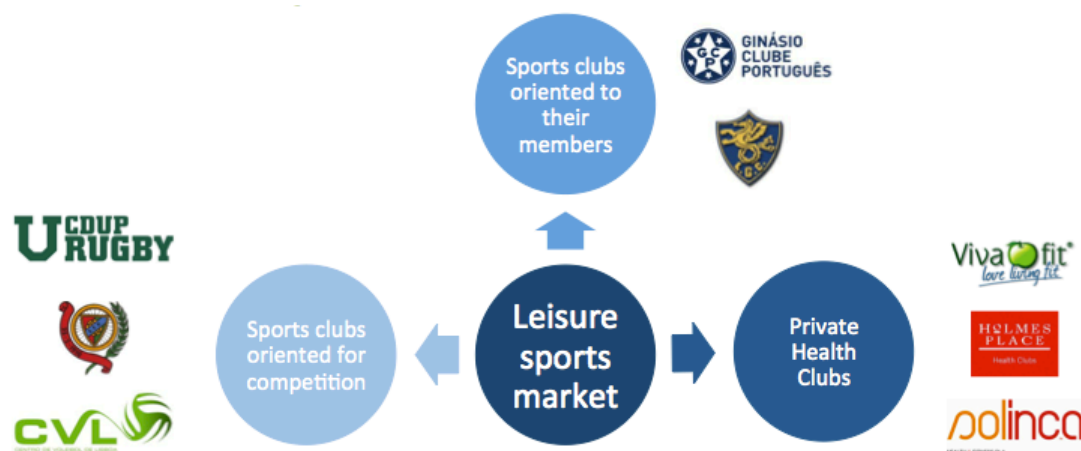


Figure 3. Segments of the leisure sports market

Source: Based on information found in Dionísio, 2009

Ginásio Clube Português was founded in 1875 and it is considered to have had a breakthrough role in physical and sporting activities. Nowadays, GCP is seen as a reference in sports and they were pioneers in the concept of a health club with sporting, social and cultural purposes.

Currently, GCP has approximately 10.000 members. It is the most eclectic health club in Portugal and one of the oldest in the world.

GCP has always tried to be a modern club and continue in permanent updating, which led them to be a first class health club both in Training, Competition, and Representation sports as well as in the area of Exercise and Health.

Besides its health club situated at Amoreiras, GCP has invested in an expansion strategy and has been managing the Municipal Swimming Pool of Campo de Ourique since July 2009.

### 3.1. ACTIVITIES

GCP offers a wide variety of different sports activities to its members, for a range of ages from 0 to 90 years old. These activities are held at GCP headquarters (the health club), the Municipal Swimming Pool of Campo de Ourique and also outdoors (a complete list of the activities offered by GCP can be found in Appendix 1).

In addition, concerning the area of Exercise and Health, there are several services and activities offered at GCP, which will be explained in the subsequent points.

- Assessment and Technical Advise Office (SAAT – Sala de Avaliação e Aconselhamento Técnico)

The SAAT is responsible for the Assessment of Physical Condition of GCP members, which consists of the analysis of several important components (such as the cardiorespiratory capacity, the risk of cardiovascular disease, body weight and body mass index) in order to recommend an ideal physical exercise program. It is addressed to all members, regardless of their age, also including people with special health conditions (obesity, diabetes, osteoporosis, heart disease, spinal problems, etc.). In SAAT, GCP members will find specialized professionals and a completely free service at their disposal.

- Special Programs

The Special Programs serve to increase the individualized monitoring to members depending on their profile, respecting their wishes and needs, and having as main objective, to contribute to the improvement and preservation of health and quality

of life of the members. These programs give access to an individualized monitoring in the area of exercise (Personal Training sessions) and in the area of nutrition.

Currently, GCP is running three Special Programs: the Cardiac Rehabilitation Program, the Weight Control Program and the Childhood Obesity Program (details about each program can be found in Appendix 2).

- Psychomotor Rehabilitation

GCP has a professional expert in this area, assuring personalized support to its members. The Psychomotor Rehabilitation is a process of educational and therapeutic intervention, comprising body and expressive mediation. GCP always frames special populations in their activities through individual or group classes.

- Nutrition Appointments

The nutrition appointments serve to regulate eating habits, modifying them, moderately, through personalized and structured eating plans so that nutritional deficiencies or metabolic imbalances are avoided. GCP offers a specialized monitoring for those members who want to improve their dietary pattern.

- Psychology Office of Performance and Sport

The Psychology Office was implemented in GCP in order to support and advice athletes based on the optimization of performance activities, counseling in the area of exercise and health, coaching in Leadership and Psychological Coaching.

Additionally, GCP has activities designed especially for companies, offering a multidisciplinary team of professionals in the area of Exercise, Health and Well-Being. Companies can opt for a more individualized program at GCP's facilities, events and workshops or a personalized support at the companies' own facilities.



At the time, GCP provides three different plans for companies to choose from with different membership options and schedules, that allow companies to start practicing sports with low membership cost but high quality (detailed information about the corporate plans can be found in Appendix 3).

### 3.2. MEMBERS

There are seven different member’s cards available at GCP: Gold Card, Classic Card, Star Card, Kids Card, Baby Card, Acqua Card and Acqua Terapia Card. This variety of cards aims to meet the needs of GCP members and cover all age groups (detailed information about each card can be found in Appendix 4).

Regarding the number of members, although it had an increase from 2010 to 2011 of 2.057 new members, it has showed a decrease last year, having a current number of 9.392 members.

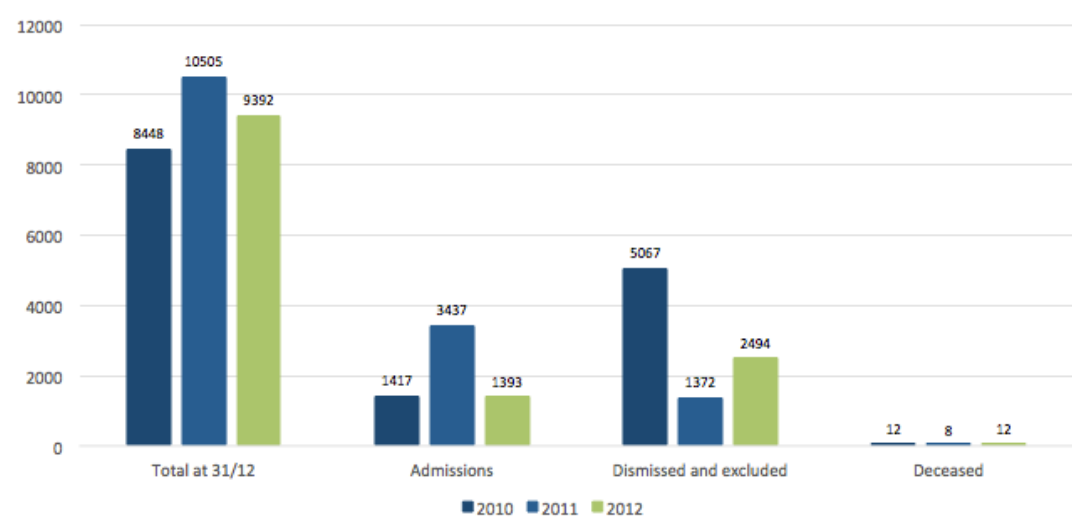


Figure 4. Comparison of GCP's number of members between 2010 and 2012

Source: GCP data

The current ratio female/male at GCP is of 4.037 male members and 5.355 female members.

**Distribution of members by gender**

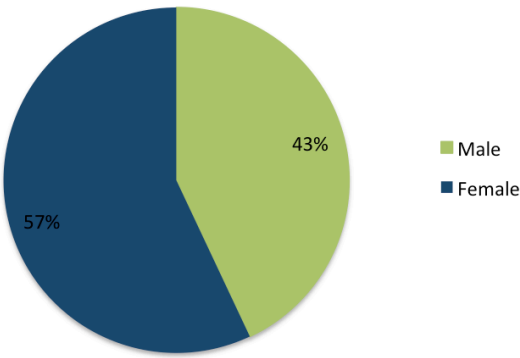


Figure 5. Distribution of GCP members by age

Source: GCP data

The distribution of members that are practitioners and the distribution of members by age group are explicit in the following tables. It is possible to understand that only 44% of GCP members actually practice activities at the health club. Moreover, it is possible to identify that the age groups with more members are the children/teens age group (12 to 15 years old) and the older age groups, starting at 56 years old and going up.

Table 1. Distribution of members that are practitioners

2012	
Members	9392
Practitioners	4173
% Practitioners/Members	44%

Source: GCP data

Table 2. Distribution of GCP members by age group

2012		
Age	Number of members	Percentage
≤ 11	729	7,8%
12 to 15	1443	15,4%
16 to 25	631	6,7%
26 to 30	744	7,9%
31 to 35	675	7,2%
36 to 40	600	6,4%
41 to 45	580	6,2%
46 to 50	525	5,6%
51 to 55	360	3,8%
56 to 59	1668	17,8%
≥ 60	1437	15,3%
Total	9392	100%

Source: GCP data

### 3.3. FACILITIES

The GCP headquarters and health club is situated at Amoreiras, where the covered area of 2.511 m<sup>2</sup> is divided in seven gyms properly equipped. There is also a private parking lot with around 50 spaces available and the Municipal Swimming Pool of Campo de Ourique, which has been managed by GCP since 2009. A detailed list of the facilities (that are considered most relevant for this project) can be found in Appendix 5.

### 3.4. HUMAN RESOURCES STRUCTURE

GCP is divided in five different departments, being the following: Department of Sport, Exercise and Health Department, Administrative and Financial Department, Commercial and Marketing Department and the Municipal Swimming Pool of Campo de Ourique.

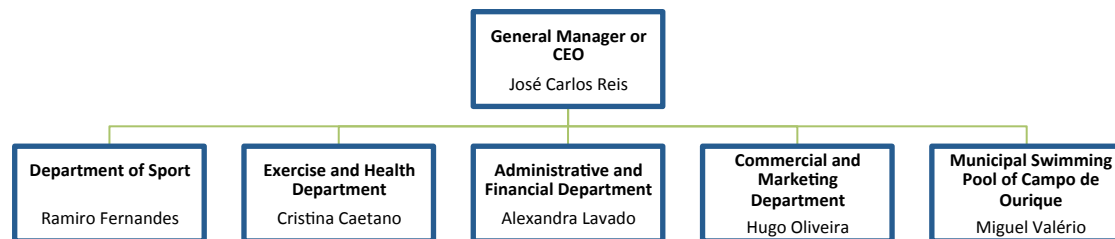


Figure 6. GCP's Human Resources Structure

Souce: GCP information

The difference between the department of Sport and the Exercise and Health Department is that the first one is responsible for the kids/teens activities whereas the Exercise and Health Department is responsible for young adults, adults and seniors activities.

## 4. CHALLENGE PROPOSED

The challenge proposed with this consulting project was to prepare marketing strategies for GCP taking into account the following questions:

- What do practitioners of physical activity value in a health club?
- How to attract a growing part of the population that leads a sedentary life?
- How to improve the closeness of GCP with its members?
- What can be done to attract new members but mainly to retain current members?

It is important for a health club to identify the driving forces that motivate people to do physical exercise and their needs in a health club, so that they can mitigate those necessities and increase their number of members. It is also important to understand how to attract people that have a sedentary life and what are the motives for not being members of a health club so that GCP can conclude if they can motivate these individuals to join GCP.

Finally, it is also important to understand what can be done at GCP in order for them to maintain their current number of members and attract new ones.

## 5. PROJECT MANAGEMENT

### 5.1. GOVERNANCE

The Consulting team was composed by Filipa Marques, Margarida Gonçalves e Dr. Hugo Oliveira.

Dr. Hugo Oliveira, Dr<sup>a</sup> Rute Xavier and Dr. José Carlos Reis composed the steering committee for this consulting project.

As this is a project developed in the Marketing area, Dr. Hugo Oliveira, the Commercial and Marketing Department manager, was the sponsor and the main contact at GCP who was responsible for orienting the project. Dr<sup>a</sup> Rute Xavier was the Master Thesis advisor from Católica-Lisbon School of Business and Economics, who provided guidance throughout the duration of the project. Filipa Marques and Margarida Gonçalves were the designated consultants, working together in all the process to formulate recommendations to the challenge proposed initially.

### 5.2. COMMUNICATION MANAGEMENT

Throughout the duration of the project, the communication with GCP was made through Dr. Hugo Oliveira either by meetings or by email. Initially, as the necessity for information was higher, weekly meetings were held at GCP where Dr. Hugo Oliveira would provide insights on GCP's activities and internal organization (the dates on which the meetings took place can be found in Appendix 6). Later on, as the evaluation phase of GCP and the formulation of recommendations process started, the number of meetings reduced considerably, as all the information necessary had already been obtained. Then, the meetings had the main goal of results validation. During this period, emails were exchanged with Dr. Hugo Oliveira in case there was the necessity for additional information. Moreover, five meetings (one with each

department's manager) were held at GCP so that information about each department would be given.

### 5.3. SCOPE

The scope of the project was to identify which marketing strategies could be implemented at GCP so that they could maintain their actual number of members and attract new members.

It was not on the project scope a plan of marketing actions that should be taken in this current year or a financial analysis of the proposals made. Instead, the main goal was to identify areas of concern, in which GCP was failing to provide the necessary services that would lead to the members' satisfaction and fulfillment of members' expectations. The client expectation regarding this consulting project was to obtain recommendations, which GCP could analyze internally and apprehend the feasibility considering their current budget.

### 5.4. TIME MANAGEMENT

The planning for the project was decided according to the fact that not only the final recommendations needed to be delivered and presented to GCP until the 17<sup>th</sup> of May, but also there was a need for information so that the Master Thesis could be developed at the same time. Therefore, the project timeline created in the beginning of this project (that can be found in Appendix 6) comprises the planning for the GCP consulting project and it contains the start and end dates of each task.

Depending on the schedule of the meetings with Dr. Hugo Oliveira and the other managers, the project timeline was revised so that all the tasks would be completed on time.

## 5.5. RISK MANAGEMENT

Initially, there was the risk of not getting enough information from the different departments, which would jeopardize the final overview of GCP's different areas and identification of areas of concern. To minimize this risk, the interviews were prepared beforehand and a set of questions that were thought relevant was chosen.

Concerning the different research methods used, there was also the risk of not getting clear insights regarding the satisfaction of GCP's current members and the reasons why they chose GCP. However, there was also an interest in understanding what makes people in general decide for a health club and other points considered relevant that will be explained in the next chapter. The solution found to this risk was to design two different sets of questionnaires so that insights could be drawn from both and compared. The mystery-customer visits performed also represented a risk, as there was the possibility of not getting all the information necessary to compare GCP with its competitors. The solution found was to plan in advance all the areas of major importance that should be compared and prepare questions that were thought relevant such as prices practiced at the competitors and policies.

Moreover, there was the risk of Dr. Hugo Oliveira changing the requirements for the project, so, to mitigate this risk, during the several meetings held with Dr. Hugo Oliveira, the scope and goals of the project were discussed. In addition, there was the risk that expectations from the client would be too high, considering that there was a Católica-Lisbon group of students working on a similar challenge for GCP the previous semester. Consequently, to diminish this risk, opinions and decisions concerning the project were transmitted during the meetings so that Dr. Hugo Oliveira could be aware of the progress of the project and manage the expectations relating to the outcome. Finally, there was also the risk that the planning would be unrealistic considering the time frame, so the project timeline created was given to Dr. Hugo Oliveira so that he would be aware of the tasks that had been planned to take place and indicate if he agreed with the project timeline, and his deliverables dates.



## 6. METHODOLOGY

### 6.1. RESEARCH PURPOSE

The research purpose was to investigate how GCP could improve in terms of not only attracting new members but also in maintaining the current members.

### 6.2. RESEARCH STRATEGY

Given the research purpose, a mixed-methods strategy was developed, where both quantitative and qualitative data collection techniques and analysis procedures were used in the research design (Sauders, Lewis and Thornhill, 2009).

In this dissertation, the quantitative data collection consisted of two different questionnaires, which were analyzed statistically. The qualitative data collections used for this research were semi-structured interviews and mystery-customer visits to GCP's designated competitors.

### 6.3. RESEARCH DESIGN

#### 6.3.1. Interviews

##### 6.3.1.1 Interviews' Purpose and Method used

In order to better understand how GCP work internally, several interviews were conducted in GCP's different departments. The main goal of these interviews was to understand the *modus operandi* of each department and the individual view each department manager had about GCP. Through these interviews, it was possible to identify not only different problems to concentrate on, but also which was the

opinion of each manager about the key points that affected GCP.

According to Saunders, Lewis and Thornhill, 2009, interviews may be highly formalized and structured, using standardized questions for each research participant or they may be informal and unstructured conversations. In between there are intermediate positions. In this case, semi-structured interviews were used, as the main objective was to have enough freedom for each manager to explain their point of view and also explore what each department was responsible for. In semi-structured interviews, the researcher has a list of themes and questions to be covered, although these may vary from interview to interview. This means that some questions may be omitted in particular interviews, given a specific organizational context that is encountered in relation to the research topic. The order of questions may also be varied depending on the flow of the conversation. On the other hand, additional questions may be required to explore the research question and objectives (Saunders, Lewis and Thornhill, 2009). Therefore, although there were pre-defined questions for each interview, some liberty was given to the interviewees to conduct themselves the interview and some questions would then derive from their explanations.

#### **6.3.1.2 Internal Interviews**

Although some questions were different from interview to interview, there was one specific question that was common to all interviews, being that question the following: “What do you think that should be improved to ensure the success of GCP?”. The goal lying with this question was to give opportunity to employees who have been working at GCP for quite some time to reveal what they saw as weaknesses that should be minimized.

The majority of the questions were concentrated mainly on members and employees of GCP (detailed content of the interviews’ questions can be found in Appendix 7).

### **6.3.2. Questionnaires**

#### **6.3.2.1 Questionnaires purpose**

The questionnaire is one of the most widely used data collection techniques within the survey strategy. Because each person (respondent) is asked to respond to the same set of questions, it provides an efficient way of collecting responses from a large sample prior to quantitative analysis (Sauders, Lewis and Thornhill, 2009). Given the project objectives outlined and explained before, two different questionnaires were then constructed as a way to cover two different problems: how to attract new members and how to retain the current members.

Considering GCP's current difficulties to attract members, one survey, "Motivations for physical activity participation", focus on the motivations each individual has to practice physical exercise, how the decision process is when deciding for a health club and which activities they practice (complete questionnaire in Appendix 8). The main goal with this questionnaire was to identify the different factors that influence an individual when choosing whether or not to join a health club and which one. Thus, it will be possible to draw a few strategies for GCP to attract new members.

The other questionnaire, "Study of the satisfaction of the members of Ginásio Clube Português", is focused on the levels of satisfaction of current members of GCP, exploring the reasons why they chose GCP and their degree of satisfaction of the many services offered by GCP (complete questionnaire in Appendix 9). After an analysis of the answers, the main target is to identify what should be changed in GCP in order to retain customers and avoid the decreasing number of active members.

#### **6.3.2.2 Questionnaires design and treatment**

Questionnaires are usually not particularly good for exploratory or other research that requires large numbers of open-ended questions (Sauders, Lewis and Thornhill, 2009). They work best with standardized questions that you can be confident will be

interpreted the same way by all respondents (Robson, 2002). Therefore, both questionnaires were composed by closed questions, tried to be not too complex, so that an immediate response would come naturally to respondents. Particularly, the questionnaire “Study of the satisfaction of the members of Ginásio Clube Português” was designed based on the SERVQUAL questionnaire related to the GAPS Model of Service Quality explored in the Literature Review chapter, because the SERVQUAL questionnaire gave some insights on how to identify where services can fail.

Whereas the questionnaire “Motivations for physical activity participation” was administered electronically to random people by using the internet, the questionnaire “Study of the satisfaction of the members of Ginásio Clube Português” was administered to current members, at GCP, with the help of its employees in the distribution and collection of the questionnaires (the detailed instructions of how its distribution and collection should be done can be found in Appendix 10).

Given the fact that the questionnaire “Motivations for physical activity participation” was administered electronically, respondents had to answer all questions in order to successfully submit the questionnaire. Therefore there were not any missing answers from the respondents. However, as the questionnaire “Study of the satisfaction of the members of Ginásio Clube Português” was administered by giving GCP members an A4 page questionnaire that should be completed, responses to some questions were missing and the information resulting from that questionnaire had to be treated. The following points explain what kind of treatment was given to the missing information.

- Kind of Membership (question 1)

When the respondents did not indicate what kind of membership they owned, several actions were taken into account to define a membership that would not influence greatly the final results. These actions depended on the information expressed by the respondent in the remaining of the questionnaire: when the respondents were between the age of 9 and 17, they would be STAR members; if the

respondent did not have an opinion/did not respond to the question about the workout area's level of satisfaction, then the person would be a CLASSIC member (because the GOLD card is the only card that gives access to the workout area); and, if none of these applied, the person would be considered a GOLD member.

- Seniority of members, weekly regularity, time of the day and motives (questions 2, 3, 4 and 5)

For these four questions, the same treatment was given to the missing values. If a respondent did not answer one of these questions, then the value assumed would be the value of the option that had more respondents choosing it.

- Levels of satisfaction (question 6 and 7)

Regarding the missing values in the satisfaction levels questions regarding GCP (in case most of the satisfaction levels questions were answered), then the assumed answer for the missing values would be "Indifferent"/"Do not agree nor disagree" so that the final results would not be influenced greatly.

- Socio-demographic characteristics (questions 8 and 9)

Regarding the missing values in the age and gender question, the same treatment was given to both. The arithmetic mean was computed considering the valid responses and the missing values assumed the arithmetic mean of the sample.

- Eliminated questionnaires

In case the respondents did not answer at all question 6 and/or question 7, the questionnaire would be rejected, as these are the most relevant questions of this questionnaire.

### **6.3.3. Mystery-customer visits**

#### **6.3.3.1 Purpose and method used**

Observational methodologies offer a fundamentally different approach than traditional data gathering techniques for services. The human-based approach is better suited for identifying the experiential nature of services and/or developing a richer knowledge of service phenomena (Grove and Fisk, 1992). Thus, mystery-customer visits to competitors were made to evaluate the existent offer and compare it with GCP. The purpose of these mystery-customer visits was to identify strengths and weaknesses of competitors, so that comparisons with GCP's own strengths and weaknesses would be possible. The goal within these visits was not to do a thorough evaluation of each competitor, but rather identify key points that should be focused on and compared to GCP's offerings, so that potential solutions could be presented.

Dr. Hugo Oliveira identified three health clubs that can be considered direct competitors of GCP – Holmes Place Amoreiras, Clube VII and Fitness Hut Amoreiras. All of them are located in the near area where GCP is also situated, competing directly for members that live and/or work in that area. They were visited and rated from 1 (very bad) to 5 (very good) according to the following points (detailed content of the evaluation grid can be found in Appendix 11):

- Quality of entry point: via phone, via website, and via gym;
- Quality of location and parking;
- Quality of cafeteria/restaurant;
- Quality of the locker room;
- Quality of the workout area and group classes.

Besides the evaluation to these points, additional relevant questions were asked regarding discounts, promotions, means of payment and conditions offered. This way, it was possible to generate experiential data, which is data on perceptions and

feelings as one experiences the process they are researching (Delbridge and Kirkpatrick, 1994).

## 7. DATA ANALYSIS

### 7.1. CONTENT OF INTERNAL INTERVIEWS

#### 7.1.1. Interview with Dr<sup>a</sup> Cristina Caetano – Exercise and Health Department

The main insights given from Dr<sup>a</sup> Cristina Caetano were concentrated on the fact that GCP's offering in the exercise and health area was far superior when comparing with competitors, however there is no recognition from outside people (and possible members) of their offer in this area and also of the different special programs offered by GCP.

Dr<sup>a</sup> Cristina Caetano highlighted the SAAT (Assessment and Technical Advice Office) as one example of the excellent offering by GCP, since it is not only free for members, but they are also encouraged to go there every three months.

In addition, it was emphasized that GCP, besides the regular members, receives special members in the sense that they have illnesses that demand some know how. Consequently, physical exercise should be adjusted and adapted to each person and GCP's professors pay attention to their students' health and if the exercise is adequate. One issue brought up by Dr<sup>a</sup> Cristina Caetano was the fact that it was difficult to make people understand that the programs offered by GCP are not expensive, given their excellent technical quality.

Dr<sup>a</sup> Cristina Caetano also enumerated several other problems that GCP is facing nowadays, such as the lack of control to which classes do members go since they can only be controlled when entering GCP and the workout area. Additionally, there is a lack of control when it comes to verifying if the member of the card is the same person entering GCP and using the card. Dr<sup>a</sup> Cristina Caetano also mentioned that she felt that GCP's website was a drawback since it was old-fashioned (in spite of being recent) when compared to the ones shown by competitors.



Finally, it was added that the current parking lot offered by GCP was also an issue as it was not big enough considering their current number of members.

#### **7.1.2. Interview with Dr. Ramiro Fernandes – Department of Sport**

Dr. Ramiro Fernandes started the interview by explaining the different kind of sports offered by GCP: competition & children's sports, sports chosen depending on the availability of space and need for sports; and sports that were opened because they are considered "in" and have demand from people (for example: Zumba).

Moreover, Dr. Ramiro Fernandes stated that given the different sports offered by GCP, the ones not only branding GCP but also considered the most profitable were acrobatic gymnastics and rhythmic gymnastics. He also added that, demographically, children and representation groups were the ones considered more profitable.

The medical offering by GCP to competing athletes was considered a weakness as, to reduce costs, GCP had to form new partnerships which meant a loss to them. Lastly, Dr. Ramiro Fernandes emphasized that GCP needs to decide in which demographics they should focus on, given the fact that some spaces will be remodeled depending on that.

#### **7.1.3. Interview with Dr. Miguel Valério – Municipal Swimming Pool of Campo de Ourique**

Dr. Miguel Valério stated that the people going to the Municipal Swimming Pool either come through GCP or solely through the Municipal Swimming Pool. Accordingly, he considered that there are not a lot of people using the Health Club at Amoreiras and the Swimming Pool and stated that these users are distinct groups of people. However, he emphasized the fact that GCP has a huge variety of ages, sports and schedules.

Specifically, Dr. Miguel Valério clarified the ties connecting the City Hall to the

Municipal Swimming Pool of Campo de Ourique and explained how GCP is limited in the options they can offer at the Municipal Swimming Pool and the fact that the City Hall can eventually end their contract with GCP. He also mentioned a difficulty within the Municipal Swimming Pool lying with the fact that as children get older, they tend to leave the Swimming Pool – therefore, there is an opportunity related to retention of children/teens.

#### **7.1.4. Interview with Dr<sup>a</sup> Alexandra Lavado – Administrative and Financial Department**

Dr<sup>a</sup> Alexandra Lavado started the interview by underlining the fact that the health club sector was losing from 10% to 15% in terms of members and that GCP had lost 350 members last year (2012). She, then, stated that the ideal number of active members for GCP should be 5.000; however, currently, it only has 4.364 active.

Moving on to the wages received by the employees of GCP, Dr<sup>a</sup> Alexandra Lavado clarified that there are two distinct groups: one receives a fixed wage and the other one receives a variable wage. Focusing on the professors, most of GCP's professors receive a variable wage, depending on the number of students each one has in their classes.

Finally, Dr<sup>a</sup> Alexandra Lavado mentioned the necessity to find solutions for the new parking lot project being developed by GCP and emphasized the fact that, above all, GCP is a family-driven health club and a “neighborhood club”.

#### **7.1.5. Interview with Dr<sup>a</sup> Patrícia Jorge (Marketing Assistant, working closely with Dr. Hugo Oliveira) – Commercial and Marketing Department**

As Dr. Hugo Oliveira was the main contact at GCP and, consequently, several meetings had already happened with him, he indicated that the interview with the Commercial and Marketing Department should be with Dr<sup>a</sup> Patrícia Jorge, so that a new point of view besides his own would be presented.

The interview with Dr<sup>a</sup> Patrícia Jorge was mainly dedicated to the concept of Customer Relationship Management and what kind of follow-up did GCP have to their members.

Dr<sup>a</sup> Patrícia Jorge explained that GCP does not have a follow-up system because they do not have the human capacity to do that given the fact that they have 4.364 active members. However, they have started recently to send “Happy Birthday” messages to their members. She ended the interview by explaining that, although it has been tried to have a separate commercial and reception area so that some follow-up could be done, this project only lasted two weeks and emphasized the fact that the employees of GCP have been working there for a long time which led to them being very formatted and difficult to adapt to new situations different from what they are used to.

## 7.2. QUESTIONNAIRES

### 7.2.1. Questionnaire “Motivations for physical activity participation”

The most relevant insights from the analysis of this questionnaire are presented in the following points. The full set of results can be found in Appendix 12.

- **Socio-demographic characteristics**

The following table presents the socio-demographic characteristics of the sample. From a total of 252 respondents, the majority was composed by women (61,1%) and from the total respondents the majority of responses came from respondents between the ages of 18 and 25 years old.

Table 3. Socio-demographic characteristics of the respondents of questionnaire "Motivations for physical activity participation"

Variables	Percentage
Gender	
Male	38,9%
Female	61,1%
Age	
≤ 18	1,6%
18 to 25	81,0%
26 to 35	8,3%
36 to 45	3,2%
46 to 55	4,8%
≥ 56	1,2%

- **Motivations to not be a member of a Health Club**

The top five reasons chosen by respondents to not be a member of a Health Club were found to be (respondents were allowed to give more than one reason): "It is too expensive" (59,8%), "I do not have time to go to a Health Club" (40,9%), "I would rather exercise outdoors" (40,2%), "I do not have anyone to go with me" (21,3%) and "In my daily life, I walk or cycle a lot" (18,9%).

- **Motivations for practicing physical activity at a Health Club**

The top five reasons chosen by respondents to practice physical exercise at a Health Club were found to be (respondents were allowed to give more than one reason): "To keep in shape" (77,3%), "To improve my physical appearance" (58,0%), "Because it makes me feel good" (48,9%), "To relax after a day at work" (29,5%) and "To lose weight" (28,4%).

- **Factors in the decision-making process when choosing a Health Club**

The large majority of respondents became aware of their current health club either because of “Recommendations of friends or family” (46,6%) or because it is situated near “Neighboring areas often frequented” (40,9%).

In the decision-making process, the top five reasons chosen by respondents to influence when deciding for a health club were (respondents were allowed to give more than one reason): “Location near home” (69,3%), “Prices practiced” (46,6%), “Attendance of friends and family” (30,7%), “Suitability of schedules” (27,3%) and “Diversity of activities” (26,1%).

- **Promotion of Health Clubs**

It was found that the majority of respondents recommend their gym to friends and family (87,5%). Additionally, 78,4% of the respondents stated that the first source of information about an organization is the internet and 60,2% of the respondents agreed that a visually attractive website makes the difference in my choice as a consumer.

### **7.2.2. Questionnaire “Study of the satisfaction of the members of Ginásio Clube Português”**

The most relevant insights from the analysis of this questionnaire are presented in the following points. The full set of results can be found in Appendix 13.

- **Socio-demographic characteristics**

The following table presents the socio-demographic characteristics of the sample. From a total of valid 408 respondents, the majority of the respondents were women (61,3%) and from the total respondents the majority of responses came from respondents with more than 60 years old (29,2%).

Table 4. Socio-demographic characteristics of the respondents of questionnaire "Study of the satisfaction of the members of Ginásio Clube Português"

Variables	Percentage
Gender	
Male	38,7%
Female	61,3%
Age	
≤ 11	1,7%
12 to 15	5,4%
16 to 25	12,5%
26 to 30	5,4%
31 to 35	6,1%
36 to 40	9,1%
41 to 45	14,0%
46 to 50	6,1%
51 to 55	6,4%
56 to 59	4,2%
≥ 60	29,2%

- **Motivations for practicing physical activity at a GCP**

The top five reasons chosen by respondents to practice physical exercise at a GCP were found to be (respondents were allowed to give more than one reason): "Technical quality of employees" (53,7%), "Location near home" (48,3%), "Reputation and values" (42,6%), "Adequate schedule" (31,9%) and the "Diversity in activities" (28,7%).

- **Satisfaction levels of GCP**

Overall, GCP presents high levels of satisfaction from its members. Focusing on the lowest levels of satisfaction, these would be related to the parking lot, where only

32,4% of the respondents was satisfied with its quality.

### **7.3. MYSTERY-CUSTOMER VISITS**

After each visit to the designated health club, a discussion would follow regarding what should be considered as its strengths and flaws.

#### **7.3.1. Holmes Place Amoreiras**

What strokes the most, as key point, was the fact that it was possible to perceive that there is a well-organized follow-up system at Holmes Place concerning not only current members, but also possible members. In addition, Holmes Place's employees call members that have been absent for a period of time, showing their concern and encouraging them to come back to the health club. It also seems to exist some motivation from professors to their students to come back, as they evidently, in classes, try to differentiate students by giving exercises for beginners, advanced and students with health problems.

Furthermore, the parking lot is free of charge for members for the initial three hours and personal training was found as being a strong differentiating point for Holmes Place.

On the other hand, Holmes Place was found to be little explicit about pricing and the cost per month to be there. Moreover, during rush hour, not only the locker room, but the workout area as well, would be overcrowded, making it difficult for members to use both properly. A guided tour was also missing since they only indicate where the locker room is.

#### **7.3.2. Clube VII**

Clube VII has guided visits through their facilities for newcomers, which was

considered very positive, since this did not happen in the visits to the other health clubs. Additionally, Clube VII has several spaces where it is possible to socialize with other members and relax. Similar to Holmes Place, Clube VII also offers free parking lot for the two initial hours of training. Finally, they also have a personalized Pilates' studio, which can be very attractive for members who appreciate this kind of sports.

Nevertheless, the prices at Clube VII were considered high (identical to those offered by Holmes Place) and the attendance at the reception depended on the employee who was there, which meant that the attendance could vary a lot.

### 7.3.3. Fitness Hut

Being a “low-cost” health club, the main attractive point of Fitness Hut is the fact that its prices are very affordable when comparing with the prices offered by the other health clubs. In addition, if a member buys the package that includes group classes and workout area, it is possible to go to any Fitness Hut, not just the one in which you are registered in.

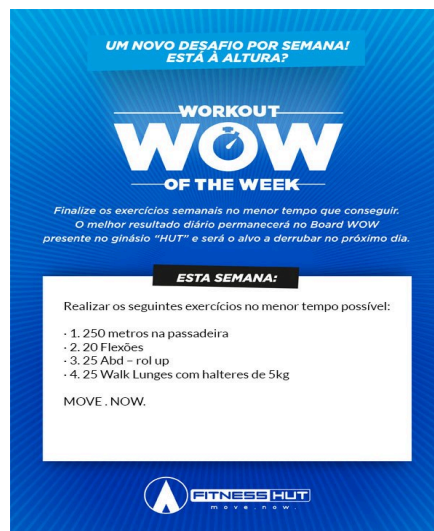


Figure 7. Example of a Fitness Hut weekly challenge

Source: Fitness Hut

In order to motivate their members, Fitness Hut has weekly challenges to motivate



members (Fitness Hut defines a circuit and each member monitors the time taken to complete the circuit and there is an actualized ranking), which can contribute to their attendance at the gym.

Nonetheless, Fitness Hut was the gym with the worst evaluation of the three – the fact that it has such low prices is reflected in the services offered by the gym and, for example, the initial physical assessment and training plan have to be paid additionally. It is also noticeable that, in the workout area, there was little monitoring and support from the professors. For the group classes, each member would have to register online for the class in the previous day, which would cause some classes to be completely booked out and then it could happen that some member does not show up. Finally, the locker room was also found to have little capacity for the amount of members, especially in the showers area.

#### 7.4. BENCHMARKING

In the table below, a summary of what has been described in the previous section regarding Holmes Place Amoreiras, Clube VII and Fitness Hut Amoreiras can be found:

Table 5. Summary of Mystery-customer visits to competitors

Main Competitors	Holmes Place Amoreiras	Clube VII	Fitness Hut Amoreiras
Similarities to GCP	Premium Segment	Familiar Concept	Geographical proximity
Differentiating Factors	Personal Training	Strong social component	Affordability (prices)
Social Networks	All three gyms are present with daily publications		
Average price per month	€83	€82	€26

Through all the mystery-customer visits performed, some practices from each gym were considered as “best-practices” that could be worked on and implemented at GCP, namely:

- Holmes Place’s follow-up system of its members;
- Holmes Place’s and Clube VII’s parking lot benefits system for members;
- Fitness Hut’s weekly challenges for members.

All these proposals will be further explored in the next chapter.

## 8. CONSULTING PROJECT

### 8.1. SUMMARY CONCLUSIONS ABOUT GCP

This section concentrates on explaining the main conclusions related to GCP's service offer and quality.

The final conclusion about GCP's service when looking at the results of the questionnaire "Study of the satisfaction of the members of Ginásio Clube Português" is that members believe that there is quality service being delivered and they are overall very satisfied with what they are receiving. Starting by the most prominent feature, GCP is qualified to receive not only younger people but also older people and people with special needs. They not only have classes adapted to the different demographics that visit GCP, but also offer technical know-how in terms of exercise and health so that their members are assisted the best way possible, according to their physical needs. Their facilities are also considered very good, with broad spaces with all the tools necessary for classes or to workout. Overall, the staff is also considered very helpful and it is always willing to help in case of need.

The biggest issue in GCP is the fact that there seems to be an overall lack of communication – communication with current members (and leaving members), effective communication to attract new members and even efficient communication between departments.

Starting by current members, there is no follow-up system installed to accompany their members, so there is no information regarding each member's satisfaction, needs or preferences. As Dr<sup>a</sup> Patrícia Jorge explained during her interview, she thinks that GCP does not have enough employees to implement a follow-up system that would include more than 4.000 members. As she added, the employees are also very strict to their usual tasks and resistant to change (which can not be an excuse), which difficult the possibility of implementing a Customer Relationship Management

system, which would bring added responsibilities to the group of employees charged of running it. Although a separated commercial and reception area have been tried so that some follow-up could be done (this project only lasted two weeks), the project failed because it was not prepared for unexpected situations such as an employee sick leave.

Moving on to new members, it is difficult to understand what differentiates GCP from other health clubs. Although GCP is known for their good qualifications in competitions, this does not represent a differentiating factor as the questionnaire “Motivations for physical activity participation” showed before. Nowadays, as people tend to search more and more information online, GCP’s website is lacking attractiveness as it is very confusing to find information, especially when comparing their website to the competitors’ ones. Their quality of health services available is also difficult to recognize from outside, which could be seen as differentiating factor from other health clubs and a key point to attract new members with special health needs. From the meetings with Dr. Hugo Oliveira, it was also possible to draw that, when it comes to gather corporate members, GCP adopts a low profile posture, meaning that it does take initiative to contact the companies, rather waits for their interest in the services offered by GCP. Although there are some protocols with companies, there is not a plan to maintain and develop these protocols.

Furthermore, the parking lot owned by GCP is not enough for the quantity of active members at the time, which causes members to lose a lot of time trying to park, as there are not other parking lots easily available in the area. To use the current parking lot, members have to pay an additional amount to their monthly fee. There is, however, a project being developed to construct a new parking lot that will have enough space for all the members of GCP.

Lastly, there is an obvious problem lying with the fact that there is no current control of who enters the locker rooms. The only control noticeable is when someone goes to the workout area, in which the person has to use the card to go inside the room. Other than that, it is possible for an outside person to use the card of someone else

and enjoy the classes and other services offered by GCP without paying for them. Although this situation has been discussed between the different departments of GCP, it remains a problem as the entrance to the male locker rooms is on the ground floor and the entrance to the female locker rooms is on the first floor, which difficults this control as there are two different entrances to control, meaning that the costs will be the double that they would be in case there was only one entrance. Besides, there are also other services, such as the restaurant and the hairdresser that can be used by anyone, meaning that these services are not meant only for GCP's members, which augments the problem in hand as GCP has to find a way to control the entrances without impeding non-members from going to these spaces.

The following section will focus on recommendations of improvements that can be discussed and implemented by GCP.

## **8.2. RECOMMENDATIONS TO GCP**

The following recommendations were separated depending on what their purpose was. Therefore, the next sections focus on the attraction of new members, retention of the current members and general recommendations.

### **8.2.1. Attraction of new members**

#### **8.2.1.1 Website improved**

A new website prototype with an improved design was developed through a low-cost payment plans methodology. In this case, the website wix.com was used to create the new GCP website, although there are other low-cost options, such as the weebly.com website. The link for the new website created is the following: <http://filipamm.wix.com/gcp->.

The website was composed by eight different tabs: Home, News, GCP, Activities, Members, Health, Gallery and Contacts (images of the new website created can be found in Appendix 14).



Figure 8. Homepage of the new website created

The Home page had information about special promotions or important events; the News page had the latest news related to GCP. The GCP page had information about GCP's own history and some emphasize was given to four points considered important about GCP. These points are:

- They are capable of receiving people from a very little age to people with 90 years old;
- They have more than 500 classes per week;
- They have a very good offer concerning the exercise, health and well-being area;
- The Municipal Swimming Pool of Campo de Ourique.

Moreover, the Activities and Members page had information related to different activities available at GCP and the different members' cards available, respectively.

The Health page was created in order to further explain their offer in terms of health and well-being, which was complicated to find and understand in their current website. This page focuses on SAAT (Assessment and Technical Advise Office), the Special Programs offered by GCP, Psychomotor Rehabilitation, Nutrition Appointments and the Psychology Office of Performance and Sport.

Finally, the Gallery page has a collection of photos of GCP's facilities and the Contacts page has information regarding the location of GCP and the Municipal Swimming Pool and how to contact GCP.

This was one of the most popular and appreciated recommendation by GCP's senior management team.

#### **8.2.1.2 Attracting Corporate members**

A sales force should be deployed to go periodically to companies that operate near GCP and try to attract new members.

Looking at the results from both questionnaires, one can infer that generally people prefer to choose a gym close to their home instead of close to their work. As an incentive for employees to become members of GCP, protocols involving reduced prices for their employees could be created with these companies. Additionally, GCP could promote open days especially dedicated to each company to try out the different activities and sports offered by GCP.

The approach used by GCP when making these contacts should also focus on trying to incite companies to encourage their employees to become members of GCP, giving the fact that physical exercise not only helps managing stress levels but also reduces absenteeism as it increases the health of the ones who practice it.

#### **8.2.1.3 Shared Card Plan**

Besides the current offer in terms of members' cards, a new type of card could be created in which two people would share a card for a reduced price each. Although each member would receive an individual card to be used individually, these cards would function as the same card. Through the questionnaire "Motivations for physical activity participation", it was possible to understand that the top reason for not being a member of a health club was the fact that the respondents thought health clubs were too expensive, so this could be a way to appeal more people to join GCP.

Considering the fact that in both questionnaires, it was possible to understand that in general people go between one and three times per week to the health club, this new card could be very interesting to people wanting only to go 1 or 2 times per week without paying as much as for the other cards available.

The two members could not use this shared card simultaneously, which means that the two members would have to go to GCP on different days. Each member would pay an individual price for the card; however the price would be lesser than the prices of the current cards offered at GCP.

This card could be initially promoted to couples, friends and family by using word-of-mouth of current members of GCP. If GCP promoted internally through its members its new card, it would be an inexpensive way to attract new members.

#### **8.2.1.4 Targeting and Positioning**

Considering GCP's strengths, its targeting should be concentrated on two segments based on generation – Baby Boomers and Generation Z.

Baby Boomers have an age between 49 and 67 years old and are mainly directed to the workout area and group classes. The focus on this generation lies with the fact



that they have purchasing power and are very loyal to a brand. GCP should take advantage of the fact that they have the facilities needed to receive this group of people and invest in gathering them.

Moreover, Generation Z refers to people between 0 and 17 years old, directed to Training and Representation sports. Giving the fact that they are still very young, there is the possibility of indirectly attract their parents because of convenience of schedules.

Finally, a niche could be explored in order for GCP to attract more members. This niche would be population with specific health necessities by directing them to the special programs.

Concerning GCP's positioning, GCP should use a differentiation strategy based on their health services, as has been mentioned before. Considering that the market is competitive and the health club sector is losing from 10% to 15% in terms of members, this can be a way to target people with very specific needs that are perhaps under-served and GCP has the means to satisfy these needs.

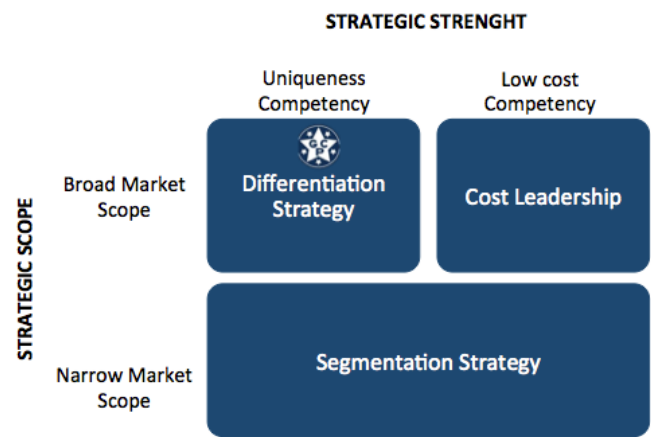


Figure 9. Porter's generic strategies

Source: Porter, M.E., "Competitive Strategy: Techniques for analyzing industries and competitors"

#### **8.2.1.5 Member Get Member**

The goal with the Member Get Member approach is the attraction of new members by current GCP members through the use of promotions. The current members are the ones promoting GCP, as they are a more credible and influencing force than the usual traditional means of promotion. As seen before, the top reason when deciding for a health club is the recommendations from friends and family, so yet again (as the shared card) communication of discounts and promotions should be done internally so that the current member can bring new members to GCP. To reward the members that did recommend GCP to their friends and family, vouchers should be distributed to these as a gift to be used in GCP's facilities.

#### **8.2.2. Retention of current members**

- **Customer Relationship Management**

A Customer Relationship Management (CRM) software should be installed and used in GCP as a way to maintain follow-up of their members. There are CRM softwares available, which could be bought by GCP in order to simplify employees' responsibilities regarding their members. The main advantage coming with this software would be the aggregation of information about members, which would facilitate employees to maintain contact with them and an easier control of members' indicators such as who joined GCP recently and who has been absent for some time.

A business case could be developed to evaluate the impacts coming with the buying of the CRM software and a cost-benefit analysis could be computed, however both points were not in the scope of this project.

### **8.2.2.1 Personal login for members**

A personal login for members should be incorporated in the new website so that each member can access their personal area by using a username and a password.

By having a personal area for each member, GCP could better control members' preferences by allowing members to choose their preferred activities. In addition, it would be possible to schedule appointments and have access to the updated training plan and SAAT evaluations. It could also be used as means of communication between professors and students and feedback from the members could also be sent to GCP from the personal area.

### **8.2.2.2 Follow-up of members**

A monitoring program should be developed for each member, in order to increase and improve the communication between GCP and its members.

This monitoring program should consist mainly of phone messages, emails, satisfaction surveys and phones calls. Some examples of actions that should be incorporated are:

- Send a message to the member's cell phone the day before informing them that there is a training session booked, SAAT evaluations and other appointments. Members would be given the option to choose not to receive these messages;
- Send an email to members notifying them that the newsletter is already available at GCP's website;
- Evaluation of the motives behind a cancelation and what can be done to revert the member's decision;
- Do satisfaction surveys periodically in order to ascertain the satisfaction levels of members and what activities would they like to see GCP develop.

In addition, a welcoming and accompaniment program should be developed for new members. This program should include at least a guided visit to GCP and a phone call two weeks after the enrollment to understand if they feel adapted to GCP or if they need any kind of help.

#### **8.2.2.3 Facebook page**

GCP's Facebook page should be updated with videos about their activities, health and curiosities by taking advantage of the different specializations each professional has inside GCP. Moreover, professors should be encouraged to publish posts in the Facebook page as a way to encourage members to come to their classes, try out new activities and overall as a motivating factor to come back to GCP.

The communication via Facebook should also be worked on, by trying to answer all posts not only from current members but also from possible members. Lastly, publicity not related to the activities practiced at GCP should be eliminated from the Facebook page.

#### **8.2.2.4 Special Incentive Programs**

The main goal of these special programs is to motivate members to come to GCP and make them engage with the GCP spirit.

One possibility would be to start commercializing GCP's promotional equipment such as tracksuit, towels, and key chains. In addition, a rewards' system could be implemented according to each members' attendance and consequent accumulation of points, which could be exchanged for vouchers to use in GCP or promotional equipment.

In the summer, to incentivize members to attend GCP, a competition "Biggest User" could be created, rewarding the top three members coming to GCP more often in the summer with vouchers to use in the Spa or in other services offered by GCP.

Throughout the year, it would also be beneficial to select members that are less frequent at GCP and offer a personal training session in order for them to create practice habits again.

Conclusively, for members to understand GCP's history and importance, an exhibition of its history through the years could be planned at the facilities, just like it is exposed now in GCP's current website.

- **Internal Marketing**

#### **8.2.2.5 Performance Evaluation**

The current professors' evaluation being done by GCP, which only has a formative intent, could be incorporated in the wage received by each professor. If a personal page was incorporated in the website (as mentioned before), the members evaluation of their professors could eventually also be incorporated in the professors' final evaluation. Currently, the wage received by each professor depends on the number of students each professor has in their class. Given the fact that they already do an evaluation of each professor, this evaluation could be adapted and incorporated in the wage received.

Furthermore, the reception employees should have a variable part included in their wage, so that they could be more autonomous by trying to do as much as possible to increase their variable part and commissions should be defined to reward success. This way, the variable part could be an incentive to achieve pre-determined objectives and work as motivation factor.

#### **8.2.2.6 Training and Adaptation**

Some training is needed for the reception employees to adapt to their new responsibilities coming from utilizing the CRM system. In addition, they should receive training in the sense that they are very resistant to changes and it would be

beneficial to explain them the benefits for GCP if a follow-up system could be implemented and the importance each employee has for this new system to function.

### **8.2.3. General Recommendations**

#### **8.2.3.1 Parking Lot**

Concerning the project for the new parking lot, the recommendation would be to create a card for those who wanted to use exclusively the parking lot for a fixed fee per month whereas for GCP members the first two hours would be free of charge.

The logic behind this arrangement is the fact that, comparing to Holmes Place Amoreiras and Clube VII, GCP is charging an extra fee to members so that they can use the parking lot whereas its competitors have a limit of hours in which the member can use the parking lot without an extra cost. Considering that the new parking lot will be much spacious, GCP could not only compensate their members by not charging the first two hours of use, but also take advantage of the lack of parking in the surrounding areas.

#### **8.2.3.2 Health Club Operation**

A new system could be implemented to control the entering of students to each group class by using a machine outside the locker room to get a receipt, which should be given to the professor at the beginning of the class. Currently, a GCP employee will go to classes and count the number of students there, so this system would benefit GCP in the sense that these employees could concentrate on other tasks. In addition, signboards should be put outside the locker room, indicating where the rooms for the group classes are, because GCP can be quite confusing in the first time.

The exchange of information between the different departments should also be worked on, so that there is a better coordination of the activities they undertake, because, for example, they sometimes get late on advertising promotions because the communication between departments is slowly.

Lastly, the telephone answering service at the reception should also be improved and formatted to something such as “Good morning, I am (name of employee) from Ginásio Clube Português. How can I help you?”, because currently the telephone answering depends on the employee answering it and it does not look as professional as desirable.

### 8.3. GCP’S FEEDBACK

Overall, the response received from GCP was very positive. Dr. José Carlos Reis, the General Manager, praised the work developed and the solutions proposed. In particular, he acclaimed the open day proposed to attract corporate members and the shared card. The lack of control of who is entering the gym (through the locker rooms) was also discussed and Dr. José Carlos Reis explained that they were contemplating different possibilities to solve this problem, however so far they have not make any decisions. The proposed machine to control the entrance in classes was also debated and Dr. José Carlos Reis explained that they had thought about implementing those machines in the past but, besides their high cost, they have a huge number of older people who would not be able to work properly with the machine.

The website was also mentioned, and Dr. José Carlos Reis acknowledged that the actual website was very old-fashioned but explained that the prices asked for the construction of the current website were very high, and consequently they chose the one offering the lowest price, which turned out to not be a good option in the end. Dr<sup>a</sup> Cristina Caetano stated that the recommendation about incentivizing professors to post on GCP’s Facebook page could be negative in the end because they should be

able to concentrate on advising their students which would be the best class for them (regardless if it was their class or not) and not try to gather students to their classes, ignoring their needs. The purpose of the recommendation was then explained, as it was thought as means to increase the communication and proximity between professors and students.

The final report presented to GCP is in Appendix 15.



## 9. CONCLUSION

Considering the challenges proposed initially by this consulting project, it has been possible to reach some conclusions regarding Ginásio Clube Português. As has been mentioned before, the main issue seems to be the lacking of a proper communication system to possible members, current members and even between GCP's different departments.

Looking at the questionnaire "Study of the satisfaction of the members of Ginásio Clube Português", the overall satisfaction from members when evaluating the services offered by GCP was shown to be very positive. However, GCP still is losing members despite this good evaluation. What has been understood from this project is that GCP adopts a low-profile posture not only when it is dealing with corporate members (as has been stated by Dr. Hugo Oliveira), but also to the rest of its members. In this case, GCP should follow the trends displayed by other health clubs and invest in a CRM system so that a proper follow-up can be done. It is also necessary to invest in their exterior image, by focusing on the targeting and positioning proposed previously and modernizing the GCP brand.

The communication between different departments needs also to be worked on as it became evident, through the internal interviews, that some managers had contradictory knowledge about GCP's activities and policies. For example, in the interview with Dr<sup>a</sup> Cristina Caetano, she stated that there was a lack of control to which classes do members go; however, in the interview with Dr<sup>a</sup> Patrícia Jorge, she indicated that sometimes a GCP employee goes to the classes and counts the number of students. Finally, Dr. José Carlos Reis clarified that a GCP employee will go to every class to count the number of students. If the communication between departments would be more organized, GCP could improve internally and as the departments would be more involved with each other, new solutions to their current problems could emerge.

After the end of the consulting project and consequent presentation to GCP, some limitations related to the project were discussed. The fact that only the Commercial and Marketing Department was directly involved with the project could have been a limitation, although interviews with the other departments were held at GCP. Regarding the mystery-customer visits, a limitation was the fact that mystery-customer visits to GCP by people not involved in the project were not made, what could have help identifying more areas of concern. Finally, regarding the questionnaire “Study of the satisfaction of the members of Ginásio Clube Português”, the help of GCP employees was crucial to obtain the questionnaire answered by members. However, a limitation was identified here, related to the fact that, as the consultants were not there doing the questionnaires personally at GCP, some risks involving transparency and impartiality of the responses do exist.

In conclusion, considering the several areas of concerned identified, it was possible to prepare a set of recommendations that contemplated the different goals of GCP. The main objective with this consulting project was to please the client, which happened, as GCP’s response was very positive.

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## APPENDIX 1 – LIST OF THE ACTIVITIES OFFERED BY GCP

- **Health Club (Young Adults, Adults and Seniors):**

Aeróbica	Dança Clássica Adultos	Local/Ball
Afrolatinas	Dança Jazz	Localizada
Aikido	Danças de Salão	Moderada
Alongamentos	Esgrima	Pilates
Barra de chão	Extreme Fitness	Ritmos Latinos
Bike	Fit Boxe	Salsa
Body Pump®	Flamenco	Sevilhanas
Body Pump® / TRX®	GAP/ABS	Shorinji Kempo
Body Toning	Global Training	Step
Capoeira	Hip Hop	Tango Argentino
Cardio-Fitness e	Jogo do Pau/Bastão	TRX®
Musculação	Judo	Yoga
Condição Física	Karate Shotokan	Yoga-Zen
Core/Stretching	Karatedo (Jisei-Budo)	Zumba®

- **Health Club (Babies, Kids and Teens):**

Aikido – Formação	Formação Gímnica	Ginástica Rítmica –
Baby Gym	Feminina	Formação
Capoeira – Formação	Fun Gym	Hip Hop Kids
Dança Clássica	Ginástica Acrobática –	Judo – Formação
Dança Moderna	Formação	Tiro c/ arco –
(Broadway)	Ginástica Artística –	Formação
Escola de Futebol	Formação	
Esgrima – Formação		



- **Health Club (Representation and Competition):**

Anankê (Hip Hop)	Ginástica Artística	Mix Appeal
Atitudes (Rítmica)	Feminina	Passo a Passo
Clavas	Ginástica Artística	Ponto Zero
Dança Contemporânea	Masculina	Pré-especial Raparigas
Dança Jazz	Ginástica Rítmica	Pré-especial Rapazes
Descompasso	Imagens (Dança)	Pré-rítmica de Grupo
Esgrima	Jogo do Pau	Rítmica de Grupo
Especial Homens	Judo	Tiro
Especial Raparigas	Mãe D'Água	Tiro c/ arco
Especial Rapazes	Mimanu	
Ginástica Acrobática	Mista Air Gym	

- **Other Activities – Health Club:**

Campo de Futebol 5	Festas de Aniversário	Treino Personalizado
Coro	Golfe	
Férias Desportivas	Ténis	

- **Municipal Swimming Pool of Campo de Ourique:**

Ama's	Hidro Sénior	Níveis
Bebés	Hidroterapia	Pré-competição
Festas de Aniversário	Intervenção e	Treino Personalizado –
Hidro Barrigas	Reabilitação	Adultos
Hidro Deep	Masters	Treino Personalizado –
Hidro Mix	Natação em regime de	Crianças
Hidro Power	utilização livre	

- **Outdoor:**

*Clube Golfe* - GCP offers a Golf teaching program that consists in assistance to the training during the year (three times per week: Wednesday and Thursday at GCP and Saturday in a Golf Course), allocation and management of Handicap, federation license, movement analysis by computer, organization of eight tournaments a year and special rates on golf courses.

*Clube Oxigénio* - Through *Clube Oxigénio* members may take courses of initiation or improvement and attend events and trips within sports as varied as Sailing, Diving, Surfing, Kite, Golf, Hiking, mountain biking, etc. In addition, they also conduct monthly walks for different regions of the country and promote a set of cultural tours for different historical areas of the country as well as several guided visits to museums and monuments inside and outside the city of Lisbon.

## APPENDIX 2 – SPECIAL PROGRAMS

**Cardiac Rehabilitation Program:** this program is indicated for people with cardiovascular dysfunction or with risk factors for cardiovascular disease. The main goal of this program is to achieve an improvement in functional ability and quality of life and prevention of further cardiovascular incidents.

**Weight Control Program:** This program is suitable for all those who wish to reduce their percentage of body fat, improve physical fitness and quality of life. People who are overweight or obese can especially benefit from this program, since these characteristics are considered cardiovascular, metabolic and orthopedic risk factors. The objectives of this program are to improve overall fitness and decrease the percentage of fat mass in particular.

**Childhood Obesity Program:** This program's main objectives are the education for a more active lifestyle and a more conscious and balanced eating habits. This program

aims to: influence the energy balance (increase spending and reduce daily calorie consumption by using behavioral modification techniques); reduce sedentary behaviors of young people, through increased physical activity; and, increase the quality and reduce the amount of food (when appropriate), making members critical, conscious and autonomous of their food choices.

## APPENDIX 3 – CORPORATE PLANS

**Protocols GCP - Special conditions for membership:** There are four different options that cover different membership options and schedules.

- Option A - Horário Total (Total Schedule): The member gets a GOLD card and pays a full year of membership with a discount of 10%
- Option B – Horário Parcial (Partial Schedule): The member gets a GOLD card that can be used between 10h-16h. The member pays a full year of membership with a discount of 25%
- Option C – Horário Pagamento Mensal (Monthly Payment Schedule): The member gets either a Total Schedule or Partial Schedule GOLD card for a reduced price/month
- Option D – Special Programs: The member can choose between the Cardiac Rehabilitation Program and the Weight Control Program and receives a 10% discount on the price of the program.

For all the four options describe above, there is exemption from payment of the Annual Fee Membership (only in the year the person becomes a member) and exemption from payment of “Jóia de Admissão”.

**Life Style Coaching:** GCP created four proposals to improve the performance of the company’s team (the proposals are “Perfect Day”, “Food 4 Health”, “Move Your Health” and “Emotional Rescue”). GCP proposes the combination of various types of activities: Workshops on nutrition, exercise and stress management; exercise

sessions that combine various classes; teambuilding actions; and programs with the best strategies to ensure a daily diet as balanced and correct as possible.

**WORK it:** This program, developed by the GCP and Clube Saúde (a partner of GCP) translates into a set of stretching and relaxation exercises practiced collectively, of short duration and low intensity, performed on site and during working hours.

#### APPENDIX 4 – MEMBERSHIP

**GOLD Card:** Allows full access to the club with respect to classes of Condição Física, Fitness, Yoga, Pilates, Moderada, Danças, Bike, Desportos de Combate, Sala de Exercício and free use of the Municipal Swimming Pool of Campo de Ourique.

**CLASSIC Card:** Allows attendance to all classes of Condição Física, Fitness, Yoga, Pilates, Moderada, Danças, Bike and Desportos de Combate, and free use of the Municipal Swimming Pool of Campo de Ourique.

**STAR Card:** This card allows access to the classes for Pre-representation, Representation, Pre-Competition and Competition.

**KIDS Card:** Allows attendance to the classes of Aikido, Capoeira, Gym Fun, Football, Hip Hop Kids, Formações Específicas de Esgrima, Judo, Ginástica Acrobática, Ginástica Rítmica, Tiro com Arco and the classes of Play Gym.

**BABY Card:** Allows attendance to the classes of Baby Gym.

**ACQUA Card:** Provides access to the Hidroginástica classes and free use of the Municipal Swimming Pool of Campo de Ourique.

**ACQUA TERAPIA Card:** Allows attendance to all the classes of Hidroterapia.

## APPENDIX 5 – GCP’S FACILITIES (MOST RELEVANT FOR THIS PROJECT)

### **Headquarters/Health Clube:**

#### Ground Floor

- Gym 01 and 02 - Esgrima, Capoeira, Boxe and Shorinji Kempo

#### 1<sup>st</sup> Floor

- Centro de Estética
- Clube Saúde
- Clube Wellness
- GAP (Psychology Office and Nutrition Appointments)
- Gym 11 – Dança Clássica
- Gym 12 - Carreira de Tiro com Arco
- Gym 13 - Carreira de Tiro
- Gym 14 – Bike
- PT Pilates Room
- SAAT (Assessment and Technical Advise Office)

#### 2<sup>nd</sup> Floor

- Gym 21– Fitness
- Male Locker Room
- Male/Female Bathrooms
- Reception

#### 3<sup>rd</sup> Floor

- Children Locker Room
- Female Locker Room
- Fun Space (for children)
- Gym 31 – Workout area
- Hairdresser

- Know How

#### 4<sup>th</sup> Floor

- Bar and Restaurant
- Gym 41 – Representação, Ginástica de Formação and Baby Gym
- Gym 42 – Judo and Aikido
- Male/Female bathrooms
- Study room and Library

#### 5<sup>th</sup> Floor

- Bathrooms
- Gym 51 – Ginástica de Manutenção and representação
- Gym 52 - Ginástica de Manutenção, Moderada and representação
- Gym 53 – Ginástica Rítmica and Acrobática

#### 6<sup>th</sup> Floor

- Gym 61 – Fitness
- Gym 62 – Ginástica Artística

#### 7<sup>th</sup> Floor

- Gym 71 – Pilates and Karatedo
- Gym 72 – Danças and Karatedo

#### 8<sup>th</sup> Floor

- Gym 81 – Yoga

#### Exterior

Sports Park with 2 tennis courts (pairs), one multipurpose field, Golf space

## **Municipal Swimming Pool of Campo de Ourique:**

### 1<sup>st</sup> Floor

- Male and Female Locker Rooms
- Pista de 25 metros
- Reception
- Tanque de aprendizagem

### 2<sup>nd</sup> Floor

- Bar
- Countertops

## **APPENDIX 6 – MEETINGS SCHEDULE AND PROJECT TIMELINE**

### **Meetings Schedule:**

Dr. Hugo Oliveira: 7<sup>th</sup> of March, 11<sup>th</sup> of March, 13<sup>th</sup> of March, 21<sup>st</sup> of March, 5<sup>th</sup> of April

Dr<sup>a</sup> Cristina Caetano: 5<sup>th</sup> of April

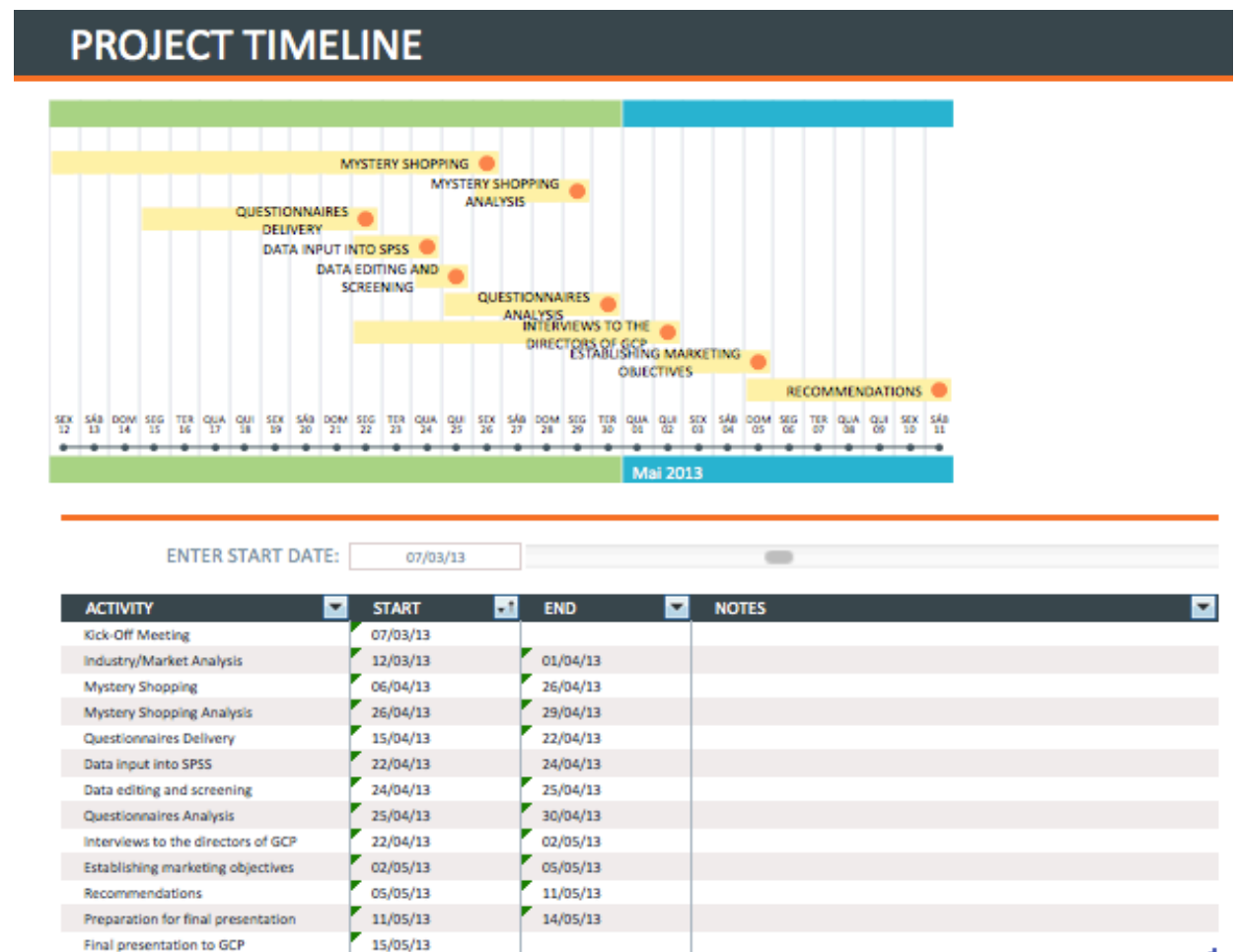
Dr. Ramiro Fernandes: 18<sup>th</sup> of April

Dr<sup>a</sup> Alexandra Lavado: 18<sup>th</sup> of April

Dr. Miguel Valério : 2<sup>nd</sup> of May

Dr<sup>a</sup> Patrícia Jorge: 2<sup>nd</sup> of May

## Project Timeline:



## APPENDIX 7 – INTERVIEWS' QUESTIONS

### Interview's Questions – Dr<sup>a</sup> Cristina Caetano

- What are the main motivations for GCP members to do physical activity?
- The program (of classes) is tailored to ensure the satisfaction of members?  
Eg, there are programs specifically for seniors?
- What do you think that should be improved to ensure the success of GCP?
- What kinds of members come to GCP?
- In your opinion, is GCP prepared to provide the services they are committed to? (in terms of equipment, facilities, technical know-how, etc.)



### **Interview's Questions – Dr<sup>a</sup> Alexandra Lavado**

- What composes the wages of the different types of employees at GCP? (incentives, % of salary that is fixed / variable, performance-based part)
- What are the biggest costs reductions scheduled for 2013?
- What do you think that should be improved to ensure the success of GCP?
- Which areas do you think that cannot face reduction of costs? (eg, price/month each member pays)
- Which areas do you think that are capable of facing costs' reduction?
- How was the budget for next year computed?

### **Interview's Questions – Dr. Ramiro Fernandes**

- What are the different activities offered by GCP for teens and children?
- In your opinion, is GCP prepared to provide the services they are committed to? (in terms of equipment, facilities, technical know-how, etc.)
- What activities draw more teens/children?
- What do you think that should be improved to ensure the success of GCP?

### **Interview's Questions – Dr. Miguel Valério**

- What do you think that should be improved to ensure the success of GCP?
- In your opinion, the health club members also go to the Municipal Swimming Pool?
- What do you think about the relationship between the GCP and the Municipal Swimming Pool in organizational terms?
- How are the activities to practice in the Municipal Swimming Pool chosen?

### **Interview's Questions – Dr<sup>a</sup> Patrícia Jorge**

- What do you think that should be improved to ensure the success of GCP?

- Is there an active follow-up system for members?
- The current performance evaluation is reflected in the remuneration of employees (professors)?

## APPENDIX 8 – QUESTIONNAIRE “MOTIVATIONS FOR PHYSICAL ACTIVITY PARTICIPATION”

This survey is being conducted for a study on the motivations and interests for practicing physical activity, in the scope of a Master dissertation for Católica-Lisbon School of Business and Economics.

Your answers are confidential and will only be used on what concerns this study. This survey will not take longer than 5 minutes to respond.

Thanks for your cooperation

1. Are you a member of a health club?

☐ Yes      ☐ No

**If the answer to question 1 is “Yes”, then the following questions are displayed:**

2. For how long have you been a member of your health club?

☐ Less than 2 years

☐ Between 2 and 6 years

☐ Between 7 and 14 years

☐ 15 years or more

3. How many times per week do you practice exercise in your health club?

☐ Less than once a week (I am not going every week)

☐ From 1 to 2 times per week

☐ From 3 to 4 times per week

☐ 5 or more times per week

4. During what times of the day do you usually go to your health club? Select three options at maximum.

☐ Morning (until 12h)

☐ Lunch (from 12h to 15h)

☐ Afternoon (from 15h to 19h)

☐ Evening (after 19h)

5. How did you become aware of your current health club?

☐ Recommendation of friends or family

☐ Advertising on television or press

☐ Website

☐ Neighboring areas often frequented

☐ Promotion by the employees

6. Why did you choose your current health club? Select three options at maximum.

☐ Location near work

☐ Location near home

☐ Employees' technical quality

☐ Reputation and values of the institution

☐ Attendance of friends or family

☐ Suitability of schedules

☐ Diversity of activities

☐ Prices practiced

☐ Promotion at the time of enrollment

7. What activities do you practice at your gym or health club, and how frequently?

	Once a week	Twice a week	Three times a week	Four times a week	Five times a week	More than five times a week	I do not practice this activity
Cardiofitness							
Weight lifting							
Physical conditioning							
Body Combat/Attack							
Body Pump							
Power Jump							
Cycling							
Pilates							
Yoga							
Step							
Aerobics							
Martial arts							
Dancing							
Swimming							

8. What is the mean of transportation that you use to go to your health club?

☐ By foot

☐ By bicycle

☐ By public transportation

☐ By car

9. Indicate your degree of agreement with the following statements:

	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree
If another gym offers the same services as mine but at a reduced price, I will switch					
I would recommend my gym to friends and family					
If I am unsatisfied with my gym I will tell its employees					
The first source where I get information about an organization is the Internet					
A visually attractive website makes the difference in my choice as a consumer					
The use of celebrities in the promotion of a health club attracts my attention					

10. What are your personal motives for practicing physical activity at a health club?

Select three options at maximum.

- ☐ To lose weight
- ☐ To keep in shape
- ☐ To prevent diseases
- ☐ Because my doctor advised me

- ☐ To improve my physical appearance
- ☐ To relax after a day at work
- ☐ To meet new people
- ☐ To spend time with friends and family
- ☐ Because I enjoy physical competition
- ☐ To help me recover from a disease/injury
- ☐ Because it makes me feel good

11. What are your reasons for not going to a health club? Select three options at maximum.

- ☐ I do not have time
- ☐ It is too expensive
- ☐ I would rather exercise outdoors
- ☐ In my daily life, I walk or cycle a lot
- ☐ I avoid situations that I can be judged by my appearance
- ☐ I practice exercise in a sports club
- ☐ I do not care about the way I look
- ☐ I do not like to have to move to practice physical activity
- ☐ I do not have anyone to go with me
- ☐ I think that, in general, gyms and health clubs are poorly attended
- ☐ For health motives
- ☐ Gyms are too crowded for the space and equipment there is available

12. Do you practice any other activity, besides attending a health club? (e.g., football, jogging, tennis)

- ☐ Yes
- ☐ No

If answer is “Yes”, then the following questions are displayed. If the answer is “No”, then question number 5 is displayed:

13. What is the scope of this activity that you practice?

- ☐ Federated sport
- ☐ Leisure
- ☐ To compete in occasional events

14. How often do you practice it?

- ☐ Less than once a week
- ☐ Between once or twice a week
- ☐ Between three and four times a week
- ☐ Five or more times per week

15. Gender:

- ☐ Female
- ☐ Male

16. Age:

- ☐ Less than 18 years old
- ☐ From 18 to 25 years old
- ☐ From 26 to 35 years old
- ☐ From 36 to 45 years old
- ☐ From 46 to 55 years old
- ☐ 56 years old or more

**If the answer to question 1 is “No”, then the following questions are displayed:**

1. What are your reasons for not going to a health club? Select three options at maximum.

- ☐ I do not have time
- ☐ It is too expensive
- ☐ I would rather exercise outdoors
- ☐ In my daily life, I walk or cycle a lot
- ☐ I avoid situations where I can be judged by my appearance
- ☐ I practice exercise in a sports club
- ☐ I do not care about the way I look
- ☐ I do not like to have to move to practice physical activity
- ☐ I do not have anyone to go with me
- ☐ I think that, in general, gyms and health clubs are poorly attended
- ☐ For health motives
- ☐ Health clubs are too crowded for the space and equipment available

2. Do you practice any other activity, besides attending a health club? (e.g., football, jogging, tennis)

☐ Yes

☐ No

If answer is "Yes", then the following questions are displayed. If the answer is "No", then question number 5 is displayed:

3. What is the scope of this activity that you practice?

☐ Federated sport

☐ Leisure

☐ To compete in occasional events

4. How often do you practice it?

☐ Less than once a week

☐ Between once or twice a week

☐ Between three and four times a week

☐ Five or more times per week

5. Gender:

☐ Female

☐ Male

6. Age:

☐ Less than 18 years old

☐ From 18 to 25 years old

☐ From 26 to 35 years old

☐ From 36 to 45 years old

☐ From 46 to 55 years old

☐ 56 years old or more



## APPENDIX 9 – QUESTIONNAIRE “STUDY OF THE SATISFACTION OF THE MEMBERS OF GINÁSIO CLUBE PORTUGUÊS”

This survey is being conducted for a study on the satisfaction of the members of Ginásio Clube Português relatively to the services provided by the same. Your answers are confidential and will only be used on what concerns this study. This survey will not take longer than 5 minutes to respond. Thanks for your cooperation.

**1. Kind of Membership:**

- ☐ Gold
- ☐ Classic
- ☐ Star
- ☐ Kids
- ☐ Acqua
- ☐ Acqua Terapia
- ☐ Corporate

**2. For how long have you been a member of Ginásio Clube Português?**

- ☐ Less than 2 years
- ☐ Between 2 and 6 years
- ☐ Between 7 and 14 years
- ☐ More than 15 years

**3. How many times, per week, do you practice physical exercise at Ginásio Clube Português?**

- ☐ Less than 1 time per week (I am not going every week)
- ☐ 1 time per week
- ☐ 2 to 3 times per week
- ☐ 4 to 5 times per week
- ☐ More than 5 times per week

**4. During what times of the day do you usually go to Ginásio Clube Português? Select all options that apply.**

- ☐ Morning

☐ Afternoon

☐ Evening

5. Why did you choose Ginásio Clube Português? Select three options at maximum.

☐ Location near home

☐ Location near work

☐ Employees' technical quality

☐ Reputation and values of GCP

☐ Attendance of friends, family or colleagues

☐ Suitability of schedules

☐ Diversity of activities

6. Indicate your degree of satisfaction with the following services offered by Ginásio Clube Português:

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Indifferent</b>	<b>Satisfied</b>	<b>Very satisfied</b>
Service at reception					
Value for money					
Schedule of activities					
Diversity of activities					
Workout area					
Group classes					
SAAT					
Locker rooms					
Restaurant/Bar					
Parking					
Employees and Professors					

7. Indicate your degree of agreement with the following statements:

	<b>Totally disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Totally agree</b>
GCP is a comfortable and nice place to be in					
The services offered are of quality					
Dynamism is a concept that distinguishes GCP					
GCP is in good conditions					
GCP is a good place for socializing					
The active/sporting lifestyle characterizes GCP					
The facilities are easily accessible					
I would recommend GCP to friends and family					
I am very satisfied with GCP					

8. Age: \_\_\_\_\_



9. Gender:

[ ] Male

[ ] Female

Thanks for your collaboration!

## APPENDIX 10 – DISTRIBUTION AND COLLECTION OF QUESTIONNAIRES

This study is being conducted in the scope of a consultancy project conducted by the Universidade Católica Portuguesa as the basis of a Master dissertation. To this end, questionnaires will be distributed to members at certain defined points at Ginásio

Clube Português in order to collect their responses. The purpose would be that this questionnaire would be distributed across all activities of GCP. The ideal sample should be composed by members of the various types of cards available and users of the workout area, group classes, representation classes and training classes.

As questionnaires are delivered, members should be informed that their opinion is important, that the data will be treated confidentially and their use will be for statistical purposes in order to improve the quality of service offered by Ginásio Clube Português. Pens should be available so members can fill out the questionnaire.

The planning foresees that the questionnaires should be distributed from April 15 to April 19, 2013. On April 22 all questionnaires will be collected to conduct statistical analysis of the same.

The questionnaire should be distributed at the following locations:

**Reception:**

At the reception, the questionnaires can be collected at two spots:

- Waiting room
- When members are leaving GCP

After filling out the questionnaire, the members should deliver the questionnaires to the reception employees, which should be placed immediately in an A4 envelope to be delivered for this purpose, ensuring the confidentiality of the member.

**Workout Area:**

In the workout area, the questionnaire can be completed upon arrival or when leaving the room. After completing the questionnaire, the member must put the

questionnaire in an A4 envelope that will be made available for this purpose, ensuring the confidentiality of their responses.

#### **Representation and Training Classes:**

For members who attend representation and training classes, the questionnaires should be delivered to the respective professors of these classes, so that the questionnaires can be completed before or after the class. Professors should collect all questionnaires and deliver them at the reception where they will be placed in an A4 envelope that will be provided for this purpose.

#### **Group Classes:**

For members who attend group classes, questionnaires should be completed and collected outside the classroom. They will later be delivered to the reception to be placed in an A4 envelope.

#### **Locker Rooms:**

In the Locker Rooms, the collection should be made when members are leaving the same, both in the male and in the female locker room. The questionnaires should be given to employees who will be responsible for this distribution and that will put them in the due A4 envelope.

#### **Restaurant/Bar:**

The questionnaires in the restaurant / bar should be distributed upon payment and after its completion; they should be placed in A4 envelope provided for that purpose.

After collecting the questionnaires, a proper statistical analysis by using SPSS will be done and the results will then be presented to the GCP departments, along with the appropriate recommendations.

## APPENDIX 11 – EVALUATION GRID FOR THE MYSTERY-CUSTOMER VISITS

### Evaluation Grid

Gym: \_\_\_\_\_  
 Day/Time: \_\_\_\_\_  
 Sports played: \_\_\_\_\_

Grid:	
1	Very Bad
2	Bad
3	Acceptable
4	Good
5	Very Good

Points to consider	✓	Evaluation				
		1	2	3	4	5
1. Entry Point: Via Phone						
1.1. The telephone was answered within three rings						
1.2. Staff whom I spoke with on the phone were polite and friendly						
1.3. Staff whom I spoke with on the phone were knowledgeable						
1.4. Staff were able to provide directions						
2. Entry Point: Via Website						
2.1. The website is well organized and attractive						
2.2. The website explains in detail the sports offered and schedules						
2.3. The website has the most recent discounts and promotions being offered						
2.4. The website has clear photos of the facilities in the gym so that I can evaluate them						
2.5. The prices and conditions of the gym are well explained						
2.6. It is easy to contact the gym through the website						
3. Entry Point: Via Gym						
3.1. The reception area was cozy and well decorated						
3.2. The reception was organized						
3.3. The reception had a computerised system						
3.4. I was greeted in a friendly manner with a smile						
3.5. The staff reflected a genuine concern for me as a customer						
3.6. I was made aware of current discounts, promotions or upcoming programs						
3.7. The waiting time was short in the reception						
3.8. I did not have to wait a long time for the staff to solve my issue						
4. Location and Parking						
4.1. I had no trouble finding the facilities						
4.2. Off-street parking is available						
4.3. It is easy to access the parking lot						
4.4. It is easy to find a parking spot						
4.5. The parking lot has good conditions						
4.6. Individuals with disabilities would have no problem entering the health club						
5. The Cafeteria/Restaurant						
5.1. The cafeteria's tables and chairs were clean						
5.2. The cafeteria's floor was clean and free of debris						
5.3. There was a variety of healthy food and drinks						
5.4. The staff was friendly						
6. The Locker Room						
6.1. The floor and the equipment is properly clean and neat						
6.2. The facility offers sufficient privacy						
6.3. The facility is big enough to accommodate all guests						
6.4. The facility is comfortable						
6.5. There are enough lockers/showers for the guests						
6.6. The facility is safe						
6.7. The gym offers complementary services (hair dryer, towels, etc)						
7. The Workout Area						
7.1. The equipment was clean and in good working condition						
7.2. The temperature was comfortable for me to work out						
7.3. There is always someone available to help me when I am confuse about some equipment						
7.4. There is a wide variety of age and gender						
7.5. There is a wide variety of equipment						
7.6. The staff is helpful to beginners						
7.7. There is enough comfortable space to work out						

Points to consider		✓	Evaluation					
			1	2	3	4	5	
8.	The Group Classes							
8.1.	I felt integrated in the group class/The staff is helpful to beginners							
8.2.	The professor is constantly motivating all the members of the class							
8.3.	The professor is professional while teaching the class							
8.4.	There is a wide variety of activities							
8.5.	The class started right on time							
8.6.	The class program was well-structured							
8.7.	There is a wide variety of sports to choose from							
8.8.	There is a good management of the classes' schedules							
8.9.	There is a wide variety of age and gender							
8.10.	The system used to enter the class is user-friendly							
9.	Existing facilities:							
	Swimming pool							
	Workout area							
	Group class studios							
	Locker rooms							
	Cafeteria							
	Spa							
	Hairdresser							
	Child care							
	Personal training							
	Fitness Evaluation Office							
	Nutritional counseling							
	Shop for clothing and equipment							
10.	Existing Sports:							
	Running/jogging							
	Basketball							
	Volleyball							
	Football							
	Tennis							
	Outdoor							
	Martial arts							
	Gymnastics							

## APPENDIX 12 – RESULTS OF QUESTIONNAIRE “MOTIVATIONS FOR PHYSICAL ACTIVITY PARTICIPATION”

- Question 1: Are you a member of a health club?

Variables	Frequency	Percentage
Yes	88	34,9%
No	164	65,1%
Total	252	100%

Considering now the questions displayed when the answer to question 1 is “yes”, the set of results is as follow.

- Question 2: For how long have you been a member of your health club?

Variables	Frequency	Percentage
Less than 2 years	56	63,6%
Between 2 and 6 years	31	35,2%

<b>Between 7 and 14 years</b>	1	1,1%
<b>15 years or more</b>	0	0,0%
<b>Total</b>	88	100%

- Question 3: How many times per week do you practice exercise in your health club?

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Less than once a week (I am not going every week)</b>	6	6,8%
<b>From 1 to 2 times per week</b>	40	45,5%
<b>From 3 to 4 times per week</b>	36	40,9%
<b>5 or more times per week</b>	6	6,8%
<b>Total</b>	88	100%

- Question 4: During what times of the day do you usually go to your health club?  
Select three options at maximum.

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Morning (until 12h)</b>	25	28,4%
<b>Lunch (from 12h to 15h)</b>	12	13,6%
<b>Afternoon (from 15h to 19h)</b>	47	53,4%
<b>Evening (after 19h)</b>	43	48,9%
<b>Total</b>	88	

- Question 5: How did you become aware of your health club?

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Recommendation of friends or family</b>	41	46,6%
<b>Advertising on television or</b>	2	2,3%



<b>press</b>		
<b>Website</b>	1	1,1%
<b>Neighboring areas often frequented</b>	36	40,9%
<b>Promotion by the employees</b>	8	9,1%
<b>Total</b>	88	100%

- Question 6: Why did you choose your current health club? Select three options at maximum.

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Location near work</b>	14	15,9%
<b>Location near home</b>	61	69,3%
<b>Employees' technical quality</b>	11	12,5%
<b>Reputation and values of the institution</b>	13	14,8%
<b>Attendance of friends or family</b>	27	30,7%
<b>Suitability of schedules</b>	24	27,3%
<b>Diversity of activities</b>	23	26,1%
<b>Prices practiced</b>	41	46,6%
<b>Promotion at the time of enrollment</b>	14	15,9%
<b>Total</b>	88	

- Question 7: What activities do you practice at your health club, and how frequently?

The top five activities identified in the questionnaire as favorite are the following: Cardiofitness (84,1%), Weight lifting (75,0%), Physical Conditioning (50,0%), Cycling (30,7%) and Body Pump (21,6%). The top favorite activities were computed based on the number of practitioners of each activity.

On the other hand, the top five activities practiced more frequently are: Cardiofitness (32,4%), Weight lifting (34,8%), Physical Conditioning (18,2), Cycling (18,5%) and Body Combat (35,7%). In this case, the top activities practiced more frequently were computed based on how many of the practitioners of each activity practice that activity at least 3 times per week.

- Question 8: What is the mean of transportation that you use to go to your health club?

Variables	Frequency	Percentage
By foot	42	47,7%
By bicycle	2	2,3%
By public transportation	9	10,2%
By car	35	39,8%
Total	88	100%

- Question 9: Indicate your degree of agreement with the following statements (questions regarding the satisfaction with current health club and promotion means)

Regarding the first statement “If another gym offers the same services as mine but at a reduced price, I will switch”, 44,3% of the respondents agreed/strongly agreed with the statement, whereas 31,8% neither agreed nor disagreed and 23,9% disagree/strongly disagreed.

Concerning the second statement “I would recommend my gym to friends and family”, 87,5% of the respondents agreed/strongly agreed with the statement, whereas 11,4% neither agreed nor disagreed and 1,1% disagreed.

Considering the third statement “If I am unsatisfied with my gym I will tell its employees”, 58,0% of the respondents agreed/strongly agreed with the statement, whereas 28,4% neither agreed nor disagreed and 13,6% disagree/strongly disagreed.

Regarding the fourth statement “The first source where I get information about an organization is the Internet”, 78,4% of the respondents agreed/strongly agreed with the statement, whereas 10,2% neither agreed nor disagreed and 11,4% disagree/strongly disagreed.

Regarding the fifth statement “A visually attractive website makes the difference in my choice as a consumer”, 60,2% of the respondents agreed/strongly agreed with the statement, whereas 15,9% neither agreed nor disagreed and 23,9% disagree/strongly disagreed.

Lastly, concerning the sixth statement “The use of celebrities in the promotion of a health club attracts my attention”, 9,1% of the respondents agreed/strongly agreed with the statement, whereas 19,3% neither agreed nor disagreed and 71,6% disagree/strongly disagreed.

- Question 10: What are your personal motives for practicing physical activity at a health club? Select three options at maximum.

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>To lose weight</b>	25	28,4%
<b>To keep in shape</b>	68	77,3%
<b>To prevent diseases</b>	20	22,7%
<b>Because my doctor advised me</b>	5	5,7%
<b>To improve my physical appearance</b>	51	58,0%
<b>To relax after a day at work</b>	26	29,5%
<b>To meet new people</b>	2	2,3%
<b>To spend time with friends and family</b>	2	2,3%
<b>Because I enjoy physical competition</b>	5	5,7%

<b>To help me recover from a disease/injury</b>	2	2,3%
<b>Because it makes me feel good</b>	43	48,9%
<b>Total</b>	88	

The next set of questions was displayed whether the answer to question 1 was “yes” or “no”. The set of results is as follow.

- Question 11: Do you practice any other activity, besides attending a health club? (e.g., football, jogging, tennis)

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	119	47,2%
<b>No</b>	133	52,8%
<b>Total</b>	252	100%

- Question 12: What is the scope of this activity that you practice?

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Federated sport</b>	8	6,7%
<b>Leisure</b>	100	84,0%
<b>To compete in occasional events</b>	11	9,2%
<b>Total</b>	119	100%

- Question 13: How often do you practice it?

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Less than once a week</b>	32	26,9%
<b>Between once or twice a</b>	58	48,7%

<b>week</b>		
<b>Between three and four times a week</b>	22	18,5%
<b>Five or more times per week</b>	7	5,9%
<b>Total</b>	119	100%

## APPENDIX 13 - RESULTS OF QUESTIONNAIRE “STUDY OF THE SATISFACTION OF THE MEMBERS OF GINÁSIO CLUBE PORTUGUÊS”

- Question 1: Kind of Membership

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gold</b>	176	43,1%
<b>Classic</b>	147	36,0%
<b>Star</b>	47	11,5%
<b>Kids</b>	10	2,5%
<b>Acqua</b>	25	6,1%
<b>Acqua Terapia</b>	1	0,2%
<b>Corporate</b>	2	0,5%
<b>Total</b>	408	100%

- Question 2: For how long have you been a member of Ginásio Clube Português?

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Less than 2 years</b>	54	13,2%
<b>Between 2 and 6 years</b>	153	37,5%
<b>Between 7 and 14 years</b>	59	14,5%
<b>Kids More than 15 years</b>	142	34,8%
<b>Total</b>	408	100%

- Question 3: How many times, per week, do you practice physical exercise at Ginásio Clube Português?

Variables	Frequency	Percentage
Less than 1 time per week (I am not going every week)	1	0,2%
1 time per week	4	1,0%
2 to 3 times per week	205	50,2%
4 to 5 times per week	150	36,8%
More than 5 times per week	48	11,8%
Total	408	100%

- Question 4: During what times of the day do you usually go to Ginásio Clube Português? Select all options that apply.

Variables	Frequency	Percentage
Morning	222	54,4%
Afternoon	207	50,7%
Evening	127	31,1%
Total	408	

- Question 5: Why did you choose Ginásio Clube Português? Select three options at maximum.

Variables	Frequency	Percentage
Location near home	197	48,3%
Location near work	52	12,7%
Employees' technical quality	228	53,7%
Reputation and values of GCP	174	42,6%
Attendance of friends/	108	26,5%

<b>family or colleagues</b>		
<b>Suitability of schedules</b>	130	31,9%
<b>Diversity of activities</b>	117	28,7%
<b>Total</b>	408	

- Question 6: Indicate your degree of satisfaction with the following services offered by Ginásio Clube Português.

<b>Variables</b>	<b>Percentage</b>				
	Very dissatisfied	Dissatisfied	Indifferent	Satisfied	Very satisfied
Service at reception	0,0%	0,5%	4,7%	40,9%	53,9%
Value for money	0,7%	4,9%	10,8%	59,3%	24,3%
Schedule of activities	0,2%	2,0%	6,1%	51,2%	40,4%
Diversity of activities	0,0%	0,7%	13,5%	40,4%	45,3%
Workout area	0,7%	2,2%	21,1%	43,3%	32,6%
Group classes	0,0%	0,0%	19,1%	41,9%	39,0%
SAAT	0,0%	0,7%	45,6%	32,6%	21,2%
Locker rooms	1,0%	4,9%	10,5%	56,1%	27,5%
Restaurant/Bar	0,0%	3,9%	31,1%	50,5%	14,5%
Parking	4,7%	15,7%	47,3%	25,0%	7,4%
Employees and Professors	0,0%	0,2%	3,2%	29,7%	66,9%

- Question 7: Indicate your degree of agreement with the following statements:

Variables	Percentage				
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree
GCP is a comfortable and nice place to be in	0,0%	0,0%	2,9%	42,2%	54,9%
The services offered are of quality	0,0%	0,2%	3,4%	47,8%	48,5%
Dynamism is a concept that distinguishes GCP	0,2%	2,2%	15,4%	50,2%	31,9%
GCP is in good conditions	0,2%	1,7%	10,3%	55,1%	32,6%
GCP is a good place for socializing	0,0%	0,7%	16,9%	46,6%	35,8%
The active/sporting lifestyle characterizes GCP	0,0%	0,0%	11,5%	46,8%	41,7%
The facilities are easily accessible	0,0%	3,9%	8,6%	53,4%	34,1%
I would recommend GCP to friends and family	0,0%	0,0%	2,9%	37,7%	59,3%
I am very satisfied with GCP	0,2%	0,7%	7,4%	42,9%	48,8%






## APPENDIX 14 – NEW GCP WEBSITE


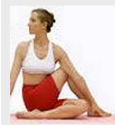

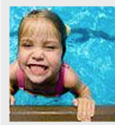
- Homepage




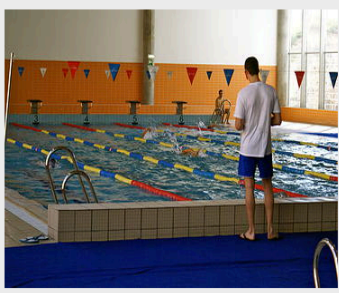

- News Page

HOME	NOTÍCIAS	GCP	ACTIVIDADES	SÓCIOS	SAÚDE	GALERIA	CONTACTOS
<h2>Notícias</h2> <div> <div>  </div> <div> <h3>Consultas de Nutrição</h3> <p>6 de Maio de 2013</p> <p>Quer saber como fazer uma alimentação equilibrada e adequada aos seus objectivos?</p> <p>Marque então uma Consulta de Nutrição à 3ª F das 15 h às 21 h ou 2ª F das 17 h às 21 h.</p> <p>Complemente o exercício com a boa alimentação.</p> <p>Marcações na Recepção.</p> </div> </div>							
<div> <div>  </div> <div> <h3>Sarau 2013 - 80's</h3> <p>3 de Maio de 2013</p> <p>A partir de 11 de Maio estarão a venda os bilhetes do Sarau 2013.</p> <p>Este ano o tema é dedicado aos anos 80.</p> <p>Contamos com a sua presença!</p> </div> </div>							
<div> <div>  </div> <div> <h3>Parabéns Esgrima</h3> <p>2 de Maio de 2013</p> <p>Realizou-se este sábado o Campeonato Nacional de Veteranos e no fim de semana o Torneio de Seniores em esgrima.</p> <p>No Campeonato Nacional de Veteranos o nosso espadista Diogo Ravara obteve o 3º Lugar.</p> <p>No Torneio de Seniores em Esgrima participaram 23 atiradores em Espada e Florete masculino e Feminino. Obtivemos o 1º Lugar em Florete Feminino com a atiradora Débora Nogueira e em Espada Feminina com a atiradora Inês Herminio.</p> <p>Em Florete Masculino o atirador Diogo Teixeira obteve o 3º Lugar.</p> <p>Parabéns a todos os atletas e treinadores.</p> </div> </div>							
<p><b>Horário de Funcionamento</b>  <b>Ginásio Clube Português</b></p> <p>2ª a 6ª feira: 07:00 às 22:00  Sábados: 09:00 às 20:00  Domingos e feriados: 09:00 às 14:00</p>				<p><b>Horário de Funcionamento</b>  <b>Piscina Municipal de Campo de Ourique</b></p> <p>2ª a 6ª feira: 07:45 às 21:30  Sábados: 08:45 às 18:30  Domingos: 08:45 às 13:30  Feriados: Encerrada</p>			

- GCP Page

HOME	NOTÍCIAS	GCP	ACTIVIDADES	SÓCIOS	SAÚDE	GALERIA	CONTACTOS
<h2>Ginásio Clube Português</h2> <p>O Ginásio Clube Português fundado em 1875, teve um papel inovador nas actividades físicas e desportivas. Somos uma referência no Desporto Nacional e fomos pioneiro no conceito de Clube com finalidades desportivas, sociais e culturais.</p> <p>Actualmente temos cerca de 10.000 sócios e cerca 7.500 praticantes em cerca de 50 actividades distintas. É o Clube mais eclético do País e um dos mais antigos do Mundo.</p> <p>Associado à modernidade e permanente actualização, somos um Clube de primeira linha tanto na Formação, Competição, Representação e na Área do Exercício e Saúde.</p> <p>O Bem-estar dos nossos sócios é a nossa Missão. Formar para o Desporto, Exercício e Saúde, acompanhando e servindo os nossos sócios. O nosso Lema é "Mens Sana In Corpore Sano". Sobre esta base, pretendemos prestar um serviço de qualidade e personalizado, com o objectivo de satisfazer e reter os nossos sócios.</p> <p>Apostamos ainda numa estratégia de expansão, pretendendo dar continuidade a este Projecto, tendo em conta o grande sucesso que temos obtido com a exploração da Piscina Municipal de Campo de Ourique desde Julho de 2009.</p>							
		<h3>Dos 0 aos 90 anos</h3> <p>"O bem-estar do sócio" é a nossa Missão, e para fazermos jus à mesma, apresentamos um conjunto alargado de mais de cinquenta (50) actividades que possibilitam a prática de actividade física dos 0 aos 90 anos.</p> <p>Aos mais novos oferecemos actividades desportivas e formativas muito diversificadas, como sejam, Baby Gym, Ginástica, Natação, Judo, Esgrima, Dança, Capoeira, Aikido, Futebol, Tiro com Arco, etc.</p> <p>Para os adultos e séniores, além da Sala de Exercício e as Aulas de Grupo (mais de 500 aulas por semana) específicas para cada escalão etário, disponibilizamos actividades desportivas e sócio-culturais muito variadas, como sejam passeios pedestres e culturais, visitas a exposições, monumentos e museus, actividades de exploração da natureza, etc.</p> <p>Somos uma instituição desportiva de utilidade pública, onde a família tem um papel determinante, e onde, dos avós aos netos passando pelos filhos, todos se cruzam na procura do seu bem-estar.</p>				<h3>Mais de 500 aulas por semana</h3> <p>Ao longo da semana oferecemos mais de 500 aulas de grupo, que poderá frequentar de 2ª a Sábado. Temos a certeza que vai encontrar de acordo com a sua motivação, a aula certa para si.</p> <p>As ofertas que proporcionamos são variadas e diversificadas através de um leque alargado de actividades desportivas nomeadamente: Aikido, Boxe, Capoeira, Dança Clássica, Fun Gym, Futebol, Ginástica Artística, Ginástica Acrobática, Ginástica Rítmica, Golfe, Judo, Esgrima, Natação, Ténis, Tiro, Tiro com Arco, temos ainda aulas de Bike, passando pelas tradicionais aulas de Fitness e de Condição Física, ou mesmo se é adepto de Desportos de Combate temos um conjunto de aulas com diferentes horários e níveis.</p> <p>Para quem gosta de dar um pezinho de Dança e se queira contagiar pela energia das nossas aulas, também encontrará a aula certa de entre as seguintes modalidades: Dança Jazz, Flamenco, Sevillanas, Hip Hop, Ritmos Latinos, Afrolatinas (nova modalidade 2012/2013), Danças de Salão, Dança Clássica, Tango Argentino.</p> <p>Assim, só necessita de escolher a aula/horário, vestir um equipamento desportivo, calçar uns ténis ou umas sapatilhas e vir exercitar-se connosco.</p>	
		<h3>Exercício, Saúde e Bem Estar</h3> <p>O GCP marca a diferença na área do exercício, saúde e bem-estar. Coloca à disposição dos seus associados um conjunto alargado de ofertas neste âmbito, das quais destacamos: a Sala de Avaliação e Aconselhamento Técnico; a Sala de Exercício e os Programas Especiais (Reabilitação Cardíaca, Gestão e Controlo de Peso e Obesidade Infantil).</p> <p>Nunca é tarde para começar e é sempre cedo para qualquer pessoa, independentemente da idade ou género, aderir a uma prática regular de actividade física.</p> <p>Acreditamos que um programa de exercício regular bem elaborado, sob a supervisão de técnicos qualificados, é determinante na satisfação e motivação para a prática e nas repercussões positivas na qualidade e esperança de vida dos indivíduos.</p>				<h3>Piscina</h3> <p>O Ginásio Clube Português ao assumir a gestão da Piscina Municipal de Campo de Ourique, decorrente de um Contrato Programa estabelecido com a Câmara Municipal de Lisboa, pretendeu que este Projecto se integrasse na estratégia de desenvolvimento do Clube, para um crescimento "fora de portas".</p> <p>Esta instalação desportiva, com uma localização privilegiada no bairro de Campo de Ourique, é composta por uma piscina de 25 metros e um tanque de aprendizagem, um bar com uma agradável esplanada e parque de estacionamento gratuito.</p> <p>Trata-se de uma Piscina moderna, de recente construção, muito funcional e cuja utilização está a exceder todas as expectativas iniciais do GCP.</p> <p>A ampla utilização, tanto ao nível das aulas de Natação para Bebés, Natação Pura, Hidroginástica, Hidroterapia, etc., como em regime livre, é considerado já um sucesso.</p>	

- Activities Page

HOME	NOTÍCIAS	GCP	ACTIVIDADES	SÓCIOS	SAÚDE	GALERIA	CONTACTOS
<h2>Actividades</h2> <p>Horário das Modalidades   <a href="#">Clique aqui</a></p>							
				<h3>GINÁSIO</h3> <p>Para conhecer as actividades de ginásio que oferecemos, clique <a href="#">aqui</a></p> <p>Mapa de aulas do ginásio disponível <a href="#">aqui</a></p>			
				<h3>PISCINA</h3> <p>Para conhecer as actividades de piscina que oferecemos, clique <a href="#">aqui</a></p>			
				<h3>OUTDOOR</h3> <p>Para conhecer as actividades outdoor que oferecemos, clique <a href="#">aqui</a></p>			

- Members Page

HOME
NOTÍCIAS
GCP
ACTIVIDADES
SÓCIOS
SAÚDE
GALERIA
CONTACTOS

## Sócios

Ser sócio do Ginásio Clube Português é ser sócio de um dos Clubes mais antigos do mundo. São várias as formas de Adesão ao Clube que visam ir ao encontro das necessidades dos nossos sócios e abranger todas as faixas etárias.

Veja abaixo a melhor opção para si.

**Cartão GOLD**  
Permite o acesso total ao clube no que diz respeito às aulas de Condição Física, Fitness, Yoga, Pilates, Moderada, Danças, Bike, Desportos de Combate, Sala de Exercício e Utilização Livre da Piscina Municipal de Campo de Ourique.

**Cartão CLASSIC**  
Permite frequentar todas as Aulas de Condição Física, Fitness, Yoga, Pilates, Moderada, Danças, Bike e Desportos de Combate e utilização Livre da Piscina Municipal de Campo de Ourique.

**Cartão STAR**  
Este cartão permite o acesso às classes de Pré-representação, Representação, Pré-Competição e Competição.

**Cartão KIDS**  
Permite frequentar as aulas de Aikido, Capoeira, Fun Gym, Futebol, Hip Hop Kids, Formações Específicas de Esgrima, Judo, Ginástica Acrobática, Ginástica Rítmica, Tiro com Arco e ainda as aulas de Play Gym.

**Cartão BABY**  
Permite o acesso às aulas de Baby Gym.

**Cartão ACQUA**  
Permite aceder às diferentes aulas de Hidroginástica e à utilização em Regime Livre da piscina.

**Cartão ACQUA TERAPIA**  
Livre trânsito mensal que permite a frequência a qualquer aula de Hidroterapia.

Junte-se a nós!

### Horário de Funcionamento

#### Ginásio Clube Português

2ª a 6ª feira: 07:00 às 22:00  
Sábados: 09:00 às 20:00  
Domingos e feriados: 09:00 às 14:00

### Horário de Funcionamento

#### Piscina Municipal de Campo de Ourique



2ª a 6ª feira: 07:45 às 21:30  
Sábados: 08:45 às 18:30  
Domingos: 08:45 às 13:30  
Feriados: Encerrada

- Health Page

HOME	NOTÍCIAS	GCP	ACTIVIDADES	SÓCIOS	<b>SAÚDE</b>	GALERIA	CONTACTOS
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## Exercício, Saúde e Bem Estar

O Ginásio Clube Português está preparado para enquadrar qualquer pessoa independentemente da sua idade (crianças a idosos), abrangendo também populações especiais (obesidade, diabetes, osteoporose, reabilitação cardíaca, idosos, entre outros). Aposto numa equipa técnica qualificada e motivada e na implementação de protocolos, orientações e normas de funcionamento acompanhando os conhecimentos mais actualizados na área do exercício e saúde.

### Sala de Avaliação e Aconselhamento Técnico

Para uma prática segura e eficaz de qualquer programa de exercício físico é essencial conhecer o nível de condição física de cada indivíduo, assim como as suas limitações de saúde, objectivos e necessidades. Só assim conseguimos encaminhá-lo para a obtenção dos seus objectivos com sucesso.

A SAAT caracteriza-se por ter um atendimento personalizado, profissionais especializados, transversalidade a todas as actividades do clube e ser um serviço completamente GRATUITO para o sócio. É dirigida a todos os sócios, independentemente da sua idade, abrangendo também pessoas com condições especiais de saúde (obesidade, diabetes, osteoporose, doença coronária, problemas de coluna, etc).

Apostamos num rigoroso protocolo de Avaliação da Condição Física, no qual são analisadas várias componentes importantes na construção/recomendação de um programa de exercício físico, tais como:

- o Questionário Pessoal;
- a Estratificação do Risco de Doenças Cardiovasculares;
- a Medição da Pressão Arterial e Frequência Cardíaca de Repouso;
- a Composição Corporal, através da determinação do Peso Corporal, Índice de Massa Corporal, % de Massa Gorda, Massa Gorda, Massa Magra e Perímetro da Cintura;
- a Aptidão Cardio-Respiratória; e, a Avaliação Postural e Funcional para despiste de possíveis desequilíbrios posturais e musculares a nível estático e dinâmico.

### Programas Especiais

Os Programas Especiais servem para aumentar a especificidade e o acompanhamento individualizado dos sócios face ao seu perfil, respeitando os seus desejos e necessidades, e tendo como principal objectivo, contribuir para a melhoria e preservação da saúde e qualidade de vida dos sócios.



Actualmente o GCP tem a funcionar três Programas Especiais: o Programa de Reabilitação Cardíaca, o Programa de Gestão e Controlo de Peso e o Programa de Obesidade Infantil.

Estes programas dão acesso a um acompanhamento individualizado na área do exercício (sessões de Treino Personalizado) e na área da Nutrição. O planeamento e a supervisão das sessões de treino são realizados por técnicos com formação superior especializada e certificada para o efeito.

O programa de exercício é planeado com base na avaliação realizada e nos objectivos estabelecidos. O acompanhamento nutricional é realizado por uma técnica com formação especializada, que orienta mudanças na alimentação para melhorar a qualidade de vida e obtenção dos resultados pretendidos.

Com esta finalidade, realiza-se uma abordagem integrada, em que o exercício e a alimentação saudável representam estratégias de destaque, devidamente enquadradas de acordo com o perfil individual de cada Sócio.

Para conhecer os diferentes programas especiais que temos a seu dispor, [clique aqui](#)

### Reabilitação Psicomotora

É um processo de intervenção educativa, reeducativa e terapêutica, que compreende uma mediação corporal e expressiva, onde o terapeuta procura compensar as condutas motoras inadequadas e inadaptadas da criança, privilegiando a qualidade da relação afectiva com esta, condutas essas que são provenientes de diversas situações tais como problemas de comportamento, de desenvolvimento psicomotor, de aprendizagem e de origem psico-afectiva.

As populações especiais são sempre enquadradas nas nossas actividades em aulas individuais ou de grupo.

Temos ao seu dispor uma professora com especialização nesta área, garantindo um apoio personalizado.

### Consultas de Nutrição

A forma como nos alimentamos influencia a nossa saúde!

Todos podemos beneficiar de um acompanhamento especializado independentemente do nosso estado de saúde ou condição física.

Conhecendo o seu padrão alimentar habitual é possível perceber quais os aspectos que precisam ser corrigidos ou adaptados às suas necessidades.

As consultas de nutrição e alimentação servem para regular os hábitos alimentares, modificando-os, moderadamente, através de planos alimentares personalizados e estruturados para que não surjam carências nutricionais ou desequilíbrios metabólicos.

Consulte a Recepção para mais informações.



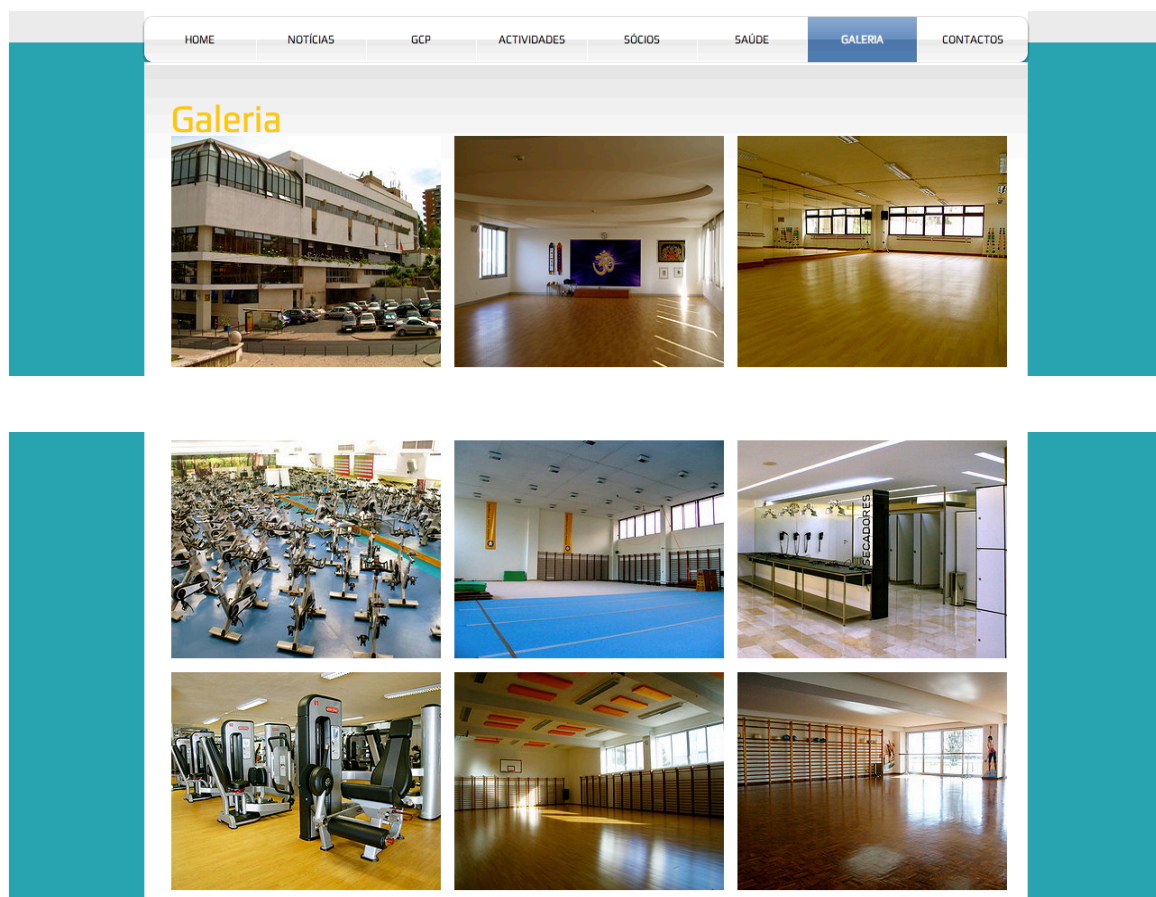


## Gabinete de Psicologia da Performance e do Desporto

O Gabinete de Psicologia foi implementado no GCP com o objectivo de apoiar e aconselhar os atletas tendo por base a optimização do rendimento em actividades de performance, o aconselhamento na área do exercício e saúde, o Coaching em processos de Liderança e o Coaching Psicológico.

Situado no piso 1 do Clube, o Horário de funcionamento é à 4ª feira das 16h00 às 20h00 e as marcações são efectuadas na Recepção.

- Gallery Page



- **Contacts Page**

HOME
NOTÍCIAS
GCP
ACTIVIDADES
SÓCIOS
SAÚDE
GALERIA
CONTACTOS


## Visite-nos!

### Ginásio Clube Português

Praça Ginásio Clube Português, nº 1  
1250 - 111 Lisboa

21 384 15 80 (Telefone)  
21 384 15 89 (Fax)

Autocarros: 74, 713  
Metro: Estação do Rato




### Piscina Municipal de Campo de Ourique

Rua Correia Teles, 103-A  
1350 - 097 Lisboa

Info: piscina@gcp.pt

21 386 95 41 (Telefone)  
21 386 95 43 (Fax)

Autocarros: 12, 203, 701, 742



## Contactos

Email: info@gcp.pt  
Facebook: facebook.com/ginasioclubeportugues

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Patrícia Jorge | patriciajorge@gcp.pt

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**Secretariado**  
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Fátima Franco | fatimaf Franco@gcp.pt  
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**Director Técnico Desportivo**  
Piscina Municipal de Campo de Ourique  
Miguel Valério | miguelvalerio@gcp.pt



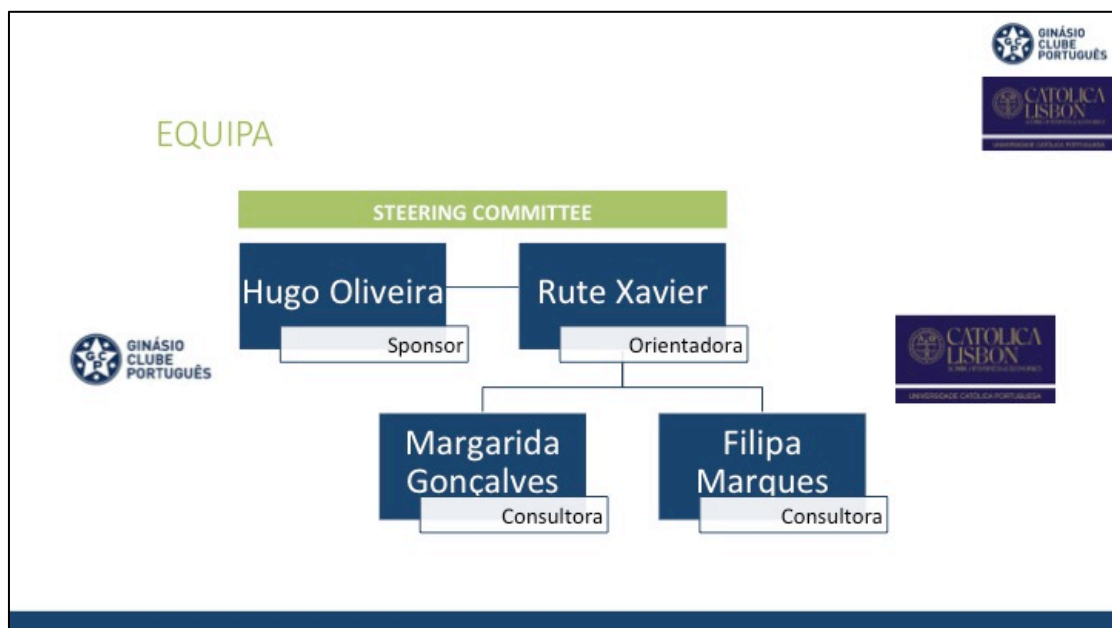
## APPENDIX 15 – FINAL REPORT PRESENTED TO GCP



### CONTEÚDOS

- Equipa
- Sobre o GCP
- Objectivos
- Metodologia
- Recomendações
- Anexos
  - Análise situacional interna
  - Análise situacional externa
  - Resultados questionários





## OBJECTIVOS

- Elaboração de estratégias de marketing para o Ginásio Clube Português tendo em conta as seguintes questões:
  - O que é que os praticantes de actividade física valorizam num ginásio?
  - Como atrair a crescente parte da população que leva uma vida sedentária?
  - Como melhorar a proximidade do GCP com o cliente?
  - O que pode ser feito para atrair novos sócios mas principalmente para reter os sócios actuais?

## METODOLOGIA

- **Entrevistas às várias Direcções do GCP**
  - Compreender o *modus operandi*
  - Perceber qual é a visão de cada Direcção para o GCP
- **Clientes-mistério**
  - Efectuados no GCP e principais concorrentes:
    - Holmes Place Amoreiras
    - Clube VII
    - Fitness Hut Amoreiras
- **Questionários**
  - Interesses e motivações relativamente à prática de exercício físico
  - Satisfação dos sócios



## RECOMENDAÇÕES

### ATRAÇÃO DE SÓCIOS

## ÁREAS DE ACTUAÇÃO ATRAÇÃO DE NOVOS SÓCIOS



## WEBSITE INSTITUCIONAL MELHORADO

### O quê?

- Criação de um novo website com imagem melhorada

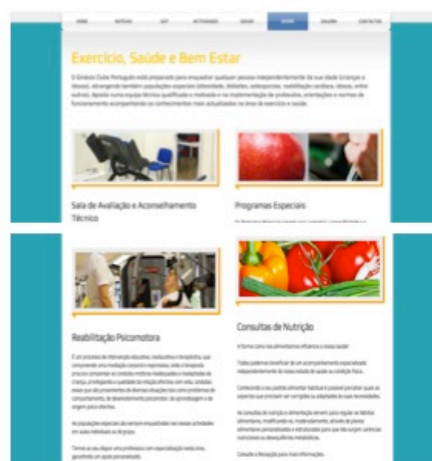
### Como?

- Existem sites que permitem a criação e manutenção de um website a baixo custo (como <http://pt.wix.com/> e <http://www.weebly.com/weebly/userHome.php>)

### Acções

- Utilizando o Wix, sugerimos [esta](#) apresentação para o website institucional

## WEBSITE INSTITUCIONAL MELHORADO






## WEBSITE INSTITUCIONAL MELHORADO





	eCommerce Best for Small Business	Unlimited Everything You Need to Grow	Combo For Personal Use	Connect Domain Best for Experts
<b>Yearly Savings Plan</b>	€16.17/month (€194.04) + \$128 Ad. 100k views + Free Domain incl. Save 30%	€12.42/month (€149.04) + \$128 Ad. 100k views + Free Domain incl. Save 40%	€8.25/month (€99.00) + \$128 Ad. 100k views + Free Domain incl. Save 30%	€4.98/month NOTE: You Pay Domain + Free Brand Ad. Save 31%
<b>Monthly Plan</b>	€19.90/month	€15.95/month	€10.95/month	€5.95/month NOTE: You Pay Domain + Free Brand Ad.
Shopping Cart	✓	✗	✗	✗
Business Wix Ads	✓	✗	✗	✗
Storage	2 GB	2 GB	100	500MB
Bandwidth	5GB	UNLIMITED	100	500MB
Add Features	✓	✓	✓	✗
Mobile site Free	✓	✓	✓	✗
Connect Your Domain	✓	✓	✓	✗
Free Hosting	✓	✓	✓	✓
Google Analytics	✓	✓	✓	✓
Premium Support	✓	✓	✓	✓

All Premium Plans Always Include:  
 ✓ FREE Hosting    ✓ No Set-up Fee    ✓ Templates    ✓ Google Analytics    ✓ Premium Support    ✓ Fully Customizable

Planos de dois websites possíveis para a criação e publicação do website



	Pro	Starter
	\$6.63+ /mês	\$3.29+ /mês
Expanded state	✓	✓
Customizable footer	✓	✓
Remove link to Weebly	✓	✓
New gallery feature	✓	✓
Analytics premium	✓	✓
Block no site	✓	✓
Header slideshow	✓	✓
HD video & audio players	✓	✓
Password protect pages	✓	✓
Editor permissions	✓	✓
Storage	Unlimited - 250MB files	Unlimited - 100MB files
Google Advertising Credit	\$100	\$100

## ANGARIAÇÃO DE SÓCIOS CORPORATE

O quê?

- Força de vendas destacada para se deslocar periodicamente às empresas que operam próximo do GCP

Como?

- Incentivar as empresas a encorajarem os seus colaboradores a tornarem-se membros do GCP uma vez que a actividade física:
  - Reduz o absentismo por melhorar a saúde dos praticantes
  - Ajuda a gerir o stress

Acções

- Promover dias dedicados para cada empresa poder experimentar as actividades que o GCP oferece
- Protocolos com as empresas que impliquem mensalidades reduzidas para os colaboradores



## CARTÃO PARTILHADO

### O quê?

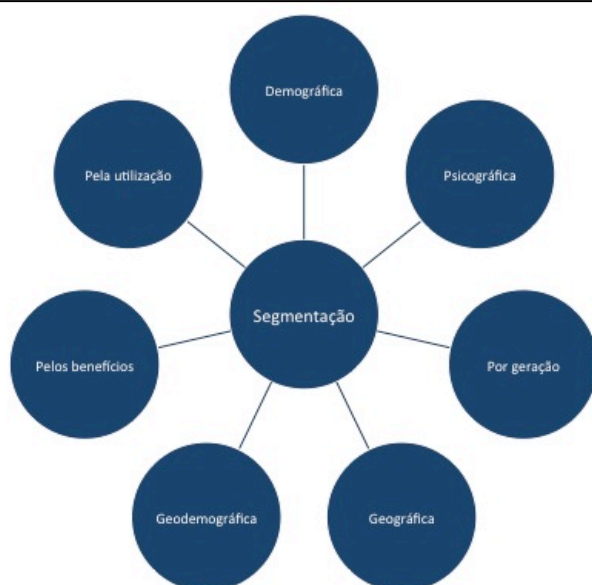
- Modalidade de cartão que pode ser partilhado entre duas pessoas, apenas não simultaneamente

### Como?

- Cada sócio paga um preço individual, mas mais reduzido do que a mensalidade "normal"

### Acções

- Promover o cartão para casais, amigos e familiares



## SEGMENTAÇÃO MÉTODOS DE SEGMENTAÇÃO

## Targeting de dois segmentos com base na geração

### Baby Boomers

Entre os 49 e os 67 anos de idade  
Direccionados para a sala de exercícios e as aulas de grupo

### Generation Z

Entre os 0 e os 17 anos de idade  
Direccionados para as modalidades de formação e representação  
Podem atrair os pais por conveniência de horários

## Exploração de um nicho

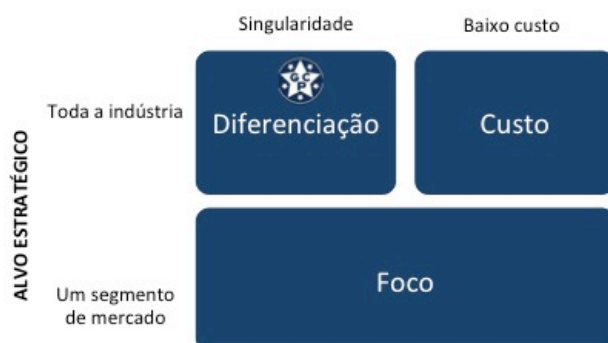
- Populações com necessidades específicas de saúde
  - Direccionados para os programas especiais
  - Garante eficiência e satisfação dos sócios

## TARGETING

*You can't be all things to all people*

Michael Porter

## VANTAGEM COMPETITIVA



## POSITIONING

ESTRATÉGIAS GENÉRICAS DE PORTER



## MEMBER GET MEMBER

### O quê?

- Promoções de atracção de novos sócios trazidos por um actual sócio do GCP

### Como?

- São os actuais membros que promovem o clube (word-of-mouth), sendo uma fonte mais credível e influenciadora do que os meios tradicionais de promoção

### Acções

- Comunicação das promoções pelos canais internos
- Recompensar igualmente os sócios que fizeram a recomendação através de vouchers para utilizar nas instalações do GCP

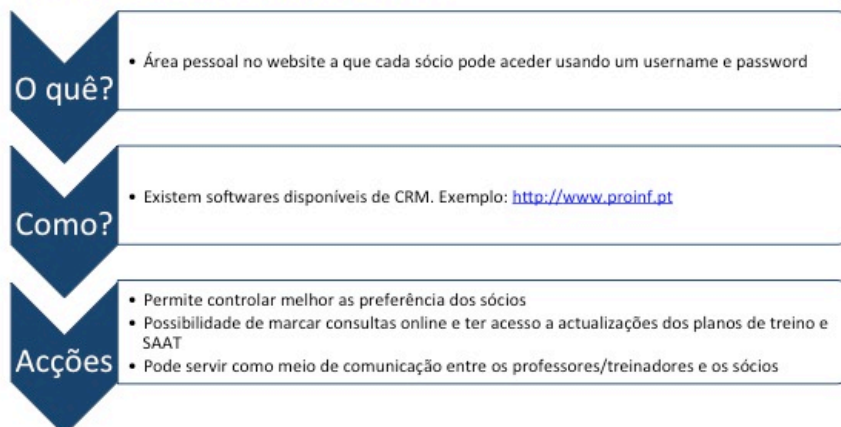
*Custa cinco vezes mais atrair um novo sócio do que  
reter um que já existe*  
(Grantham et al., 1997)

RECOMENDAÇÕES  
RETENÇÃO DE SÓCIOS

## ÁREAS DE ACTUAÇÃO CUSTOMER RELATIONSHIP MANAGEMENT



## ÁREA PESSOAL NO WEBSITE



## FOLLOW-UP DOS SÓCIOS

### O quê?

- Programa de acompanhamento de cada sócio

### Como?

- Através de mensagens, inquéritos de satisfação, telefonemas, etc.

### Acções

- Envio de mensagens para o telemóvel a avisar com 1 dia de antecedência a marcação de treinos, avaliações na SAAT e outros
- Envio de emails aos sócios a avisar que a newsletter já está disponível no GCP
- Avaliação dos motivos de cancelamento de um sócio e qual a opinião dos sócios acerca do GCP aquando do seu cancelamento
- Desenvolver programa de recepção e acompanhamento de novos sócios

## PÁGINA DE FACEBOOK

- Actualizar o Facebook com vídeos sobre as modalidades, saúde, curiosidades, tirando partido das diferentes especializações de cada profissional dentro do clube

**Virgin Active Palácio** partilhou uma ligação.  
há 2 horas · 

Correr vs Caminhar - Blog Virgin Active <http://ow.ly/10XfB>



**Correr vs Caminhar - Blog Virgin Active**  
[ow.ly](http://ow.ly)

Quantas vezes você teve que parar de correr para a dor muscular ou lesão? A melhor solução é poder caminhar. 1

Gosto · Comentar · Partilhar

 7 pessoas gostam disto.

**Fitness First UK**  
30/4 perto de Londres · 

Fuel your workout by eating a balanced meal approximately three hours before you exercise. This will ensure you have enough energy to push you through!

Gosto · Comentar · Partilhar

 30 pessoas gostam disto.

**Virgin Active Palácio** partilhou uma ligação.  
22/4 · 

Como perder gordura abdominal - Blog Virgin Active <http://ow.ly/khQpm>



**Como perder gordura abdominal - Blog Virgin Active**  
[ow.ly](http://ow.ly)

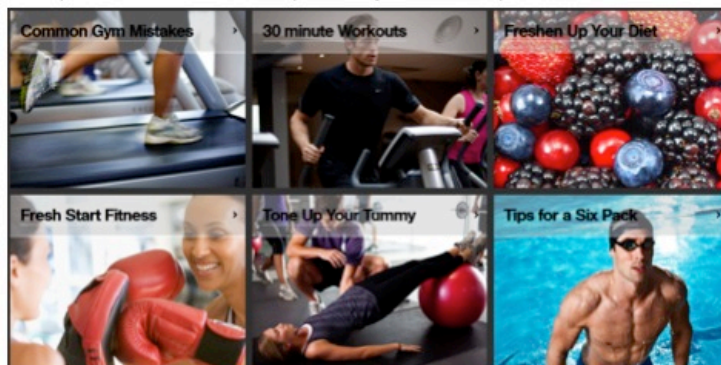
Como se sabe, o aumento de massa gorda pode dever-se a muitos factores: sexo, idade, alimentação.

Gosto · Comentar · Partilhar

 11 pessoas gostam disto.

## PÁGINA DE FACEBOOK

- Atualizar o Facebook com vídeos sobre as modalidades, saúde, curiosidades, tirando partido das diferentes especializações de cada profissional dentro do clube



## PÁGINA DE FACEBOOK

- Incentivar os professores a publicarem na página do GCP de modo a incentivar os sócios a assistirem às suas aulas, a experimentar novas modalidades, e como forma de motivação para voltar.



## PÁGINA DE FACEBOOK

- Tentar melhorar a comunicação via FB tanto com os sócios existentes como com possíveis sócios



## PÁGINA DE FACEBOOK

- Eliminar publicidade de pessoas alheias ao GCP e que não está relacionada com as actividades praticadas pelo Ginásio



"Corro para a Eternidade", romance em que a trágica ambição e a paixão de Francisco Lázaro caminham de mãos dadas pelas ruas da capital da Suécia no início do século passado, em 1912, com uma viagem baseada nesse livro e a possibilidade de correr a "Maratona de Lázaro" em Estocolmo  
<http://www.pintolopesviagens.com/www/index.php/catalogo/europa/83-europa/350-corro-para-a-eternidade-estocolmo-e- uppsala-2>

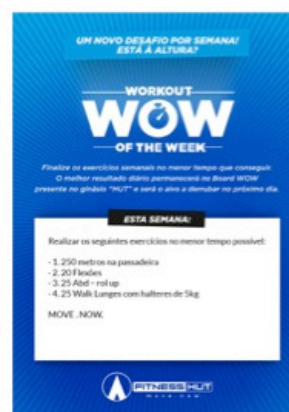


Like · Comment · Share



## PROGRAMAS DE INCENTIVO

- Comercializar equipamento promocional do Clube
- Sistema de recompensas para os sócios de acordo com a sua frequência (ex.: acumulação de pontos)
- Competição "Biggest User" que premeia os 3 sócios que mais frequentam o ginásio no Verão, por exemplo, com vales para utilizar no Spa ou outros serviços do ginásio
- Seleccionar os sócios que frequentam menos e oferecer uma sessão de personal training para criarem hábitos de prática novamente



## PROGRAMAS DE INCENTIVO

- Exibição da história do GCP à semelhança de como está exposto no website actual para que as pessoas tenham noção da história do clube e da influência que podem ter no destino e direcção do clube





## ÁREAS DE ACTUAÇÃO MARKETING INTERNO



## AVALIAÇÃO DE DESEMPENHO

### Professores

- Avaliação dos professores de carácter formativo poderia ser incorporada no vencimento a receber por cada um
- Avaliação dos sócios (através da página pessoal) também poderia ser incorporada

### Recepção

- Funcionários deviam ter parte variável incluída no salário
- Aumentar a autonomia destes e definir comissões que premeiem o sucesso

## FORMAÇÃO E ADAPTAÇÃO

- Formação necessária para os colaboradores se adaptarem a novas responsabilidades que advêm da utilização do sistema de CRM



## RECOMENDAÇÕES GERAIS



## ÁREAS DE ACTUAÇÃO GERAIS

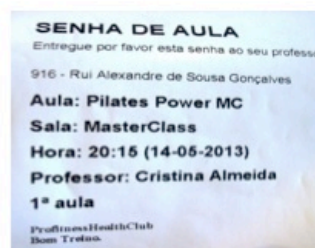
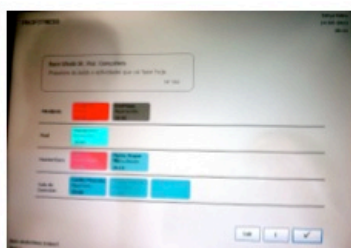
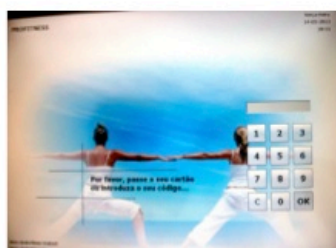


## ESTACIONAMENTO

- Estacionamento grátis durante 2h para sócios
- Cartão especial disponível para quem quisesse usar apenas o estacionamento (sem direito a ginásio) por uma mensalidade fixa por mês

## FUNCIONAMENTO DO GINÁSIO

- Melhorar processo de controlo de entradas no balneário
- Controlo de entradas nas aulas através da utilização de uma máquina de levantamento de senhas à saída dos balneários



## FUNCIONAMENTO DO GINÁSIO

- Colocar placas de Indicações de onde são as salas de aulas, sala de exercício, etc.
- Melhorar a troca de informações entre as Direcções, para uma melhor coordenação das actividades a que se comprometem
- Melhoria do atendimento telefónico na recepção
  - "Bom dia, sou a (nome da pessoa) do Ginásio Clube Português. Em que posso ajudá-lo(a)?"



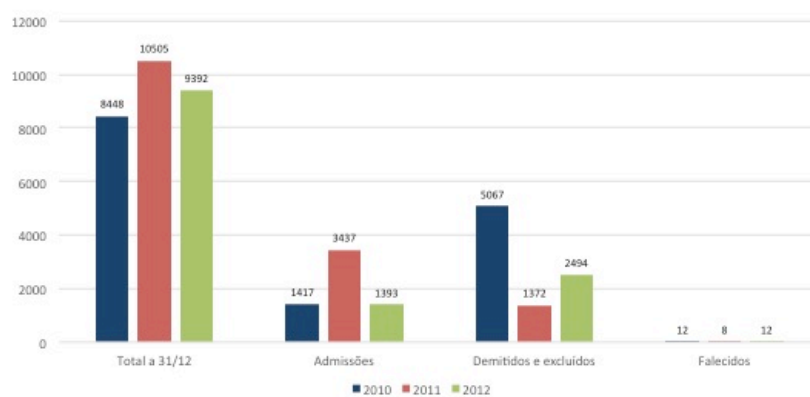
FILIPA MARQUES

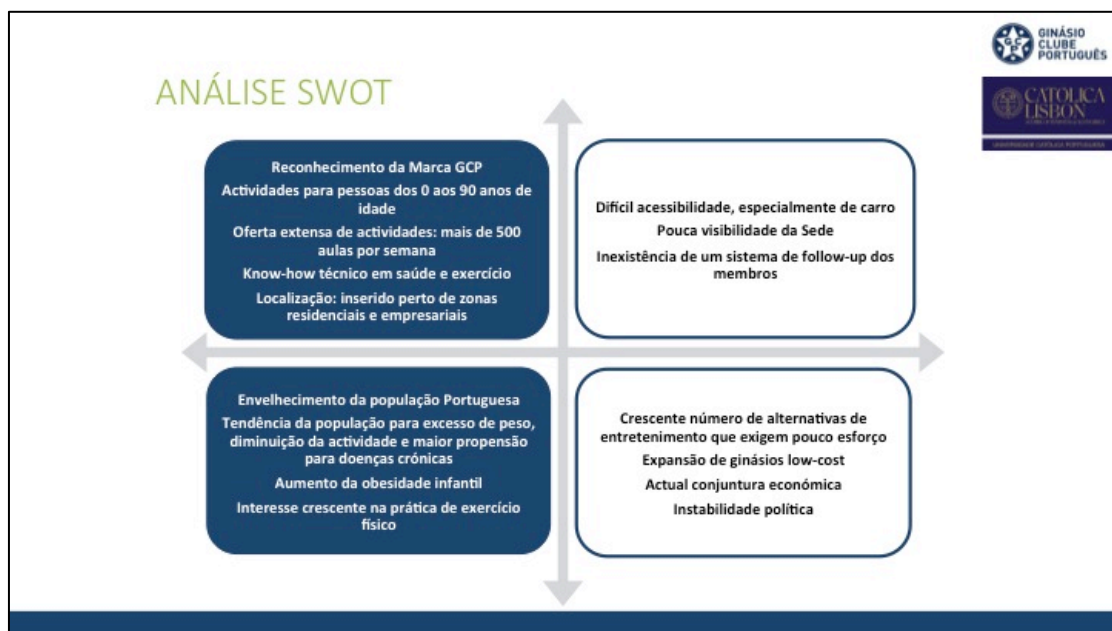
MARGARIDA  
GONÇALVES

ANEXOS

## ANÁLISE SITUACIONAL INTERNA


### EVOLUÇÃO DO NÚMERO DE SÓCIOS DO GINÁSIO CLUBE PORTUGUÊS





# ANÁLISE SITUACIONAL EXTERNA





## ANÁLISE PEST

ANÁLISE POLÍTICA	ANÁLISE ECONÓMICA
<ul style="list-style-type: none"> <li>▪ O governo decide a legislação que irá regulamentar a atividade dos ginásios</li> <li>▪ Incerteza governamental e instabilidade política devido à crise económica</li> <li>▪ Possíveis aumentos de impostos (por exemplo, subida do IVA de 6% para 23%)</li> <li>▪ Influência direta da Câmara Municipal de Lisboa na piscina de Campo de Ourique, o que limita não só as opções a oferecer aos sócios, havendo também a possibilidade de quebra de contrato</li> </ul>	<ul style="list-style-type: none"> <li>▪ Crescimento económico condicionado pela crise económica experienciada pela Europa</li> <li>▪ Taxa de inflação tem influência nos ordenados dos funcionários e preços praticados pelo ginásio</li> <li>▪ População com menos poder de compra, o que leva a uma menor afluência ao ginásio</li> </ul>

## ANÁLISE PEST

### ANÁLISE SOCIAL

- Envelhecimento da população
- Empobrecimento da população
- Preocupação com a saúde
- Pouca disponibilidade para lazer
- Preferência das pessoas para optar por soluções de baixo custo
- Research on-line, purchase off-line

### ANÁLISE TECNOLÓGICA

- Tendência para utilização das últimas tecnologias para melhorar a experiência do utilizador, através de aparelhos electrónicos
- Evolução constante dos equipamentos utilizados
- Existência de programas informáticos que suportam a gestão dos Ginásios & Health Clubs, de forma a facilitar processos de decisão e a melhorar o serviço ao cliente
- Utilização da Internet como meio de socialização e partilha de experiências

## ANÁLISE DA CONCORRÊNCIA

Principais concorrentes			
<b>Semelhanças com o GCP</b>	Segmento Premium	Conceito familiar	Proximidade geográfica
<b>Factores diferenciadores</b>	Personal Training	Forte componente social	Acessibilidade de preços
<b>Redes Sociais</b>	Todos estão presentes com publicações diárias		
<b>Preço médio da mensalidade</b>	€83	€82	€26

## CLIENTE MISTÉRIO GINÁSIO CLUBE PORTUGUÊS



### PONTOS A MELHORAR

- Acolhimento na primeira visita
- Indicações de localização dos estúdios das aulas de grupo
- Estacionamento
- Montra de comida da cafeteria deveria mostrar comida saudável
- Atendimento na recepção

## CLIENTE MISTÉRIO HOLMES PLACE AMOREIRAS



### PONTOS FORTES

- Follow-up dos sócios
  - Antes de entrar como sócio
  - Em caso de ausência por um determinado período de tempo
  - Motivação da parte dos professores para os sócios regressarem
- Parque gratuito durante 3 horas
- Personal Training
  - Training Academy
- Aposta na formação contínua do staff

### PONTOS FRACOS

- Pouco explícitos em relação aos preços praticados
- Balneário com pouca capacidade em horas de ponta
- Sala de exercício pouco espaçosa



## CLIENTE MISTÉRIO CLUBE VII

### PONTOS FORTES

- Espaço propício ao convívio
- Estúdio de treino personalizado de Pilates
- 2 horas de estacionamento gratuito
- Visita guiada na primeira visita

### PONTOS FRACOS

- Preços elevados
- Atendimento pouco regular e dependente de quem está ao balcão



## CLIENTE MISTÉRIO FITNESS HUT AMOREIRAS

### PONTOS FORTES

- Preços acessíveis
- Se se tiver pacote de aulas+ ginásio, pode usufruir de qualquer Fitness Hut
- Têm desafios semanais para os sócios

### PONTOS FRACOS

- Marcação prévia de aulas de grupo
- Balneários com pouca capacidade principalmente na área de chuveiros
- Avaliação física e o plano de treinos tem um custo adicional
- Pouco acompanhamento e suporte por parte dos professores na sala de exercício



## RESULTADOS QUESTIONÁRIOS

### MOTIVAÇÕES E INTERESSES PARA A PRÁTICA DE EXERCÍCIO FÍSICO

#### MOTIVAÇÕES E INTERESSES PARA A PRÁTICA DE EXERCÍCIO FÍSICO

##### TOP 5 RAZÕES PARA NÃO FREQUENTAR UM GINÁSIO

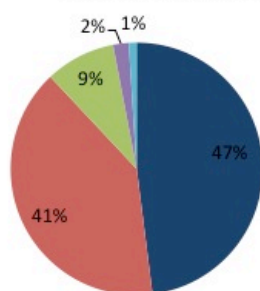
1. É um serviço demasiado caro
2. Não tenho tempo
3. Prefiro praticar exercício no exterior
4. Não tenho companhia para ir comigo
5. Desloco-me bastante a pé ou de bicicleta no dia-a-dia

##### MOTIVAÇÕES PARA A PRÁTICA DE EXERCÍCIO FÍSICO

1. Para me manter em forma
2. Para melhorar a minha aparência física
3. Porque me faz sentir bem
4. Para perder peso
5. Para relaxar depois de um dia de trabalho

## MOTIVAÇÕES E INTERESSES PARA A PRÁTICA DE EXERCÍCIO FÍSICO

COMO É QUE OS INQUIRIDOS FICARAM A CONHECER O SEU GINÁSIO



- Recomendação de amigos/familiares
- Local por onde passa frequentemente
- Promoção no ginásio
- Publicidade
- Website

TOP 5 RAZÕES PARA ESCOLHER UM GINÁSIO

1. Localização próxima de casa
2. Preços praticados
3. Frequência de familiares, amigos ou colegas
4. Adequabilidade de horários
5. Diversidade de modalidades

## MOTIVAÇÕES E INTERESSES PARA A PRÁTICA DE EXERCÍCIO FÍSICO

TOP 5 MODALIDADES PREFERIDAS

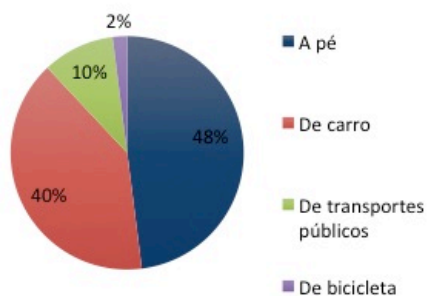
1. Cardiofitness
2. Musculação
3. Condição física
4. Cycling
5. Body Pump

TOP 5 MODALIDADES PRATICADAS COM MAIS FREQUÊNCIA

1. Cardiofitness
2. Musculação
3. Condição física
4. Cycling
5. Body Combat

## MOTIVAÇÕES E INTERESSES PARA A PRÁTICA DE EXERCÍCIO FÍSICO

MEIO DE DESLOCAÇÃO PARA O GINÁSIO



SATISFAÇÃO COM O GINÁSIO E PROMOÇÃO DO MESMO

- 44% das pessoas inquiridas é sensível ao **preço**
- 88% **recomendaria** o ginásio que actualmente frequenta
- 58% dirigir-se-á aos colaboradores para expressar a sua **insatisfação**
- A **Internet** é a primeira fonte de informação para 78% dos inquiridos e 60% dá importância à componente **estética do site** institucional
- 72% considera que o uso de **celebridades** não influencia na sua escolha

## RESULTADOS QUESTIONÁRIOS

### SATISFAÇÃO DOS SÓCIOS DO GCP

## SATISFAÇÃO DOS SÓCIOS DO GCP

### MOTIVOS PARA A ESCOLHA DO GINÁSIO CLUBE PORTUGUÊS

1. Qualidade técnica dos professores
2. Localização próxima de casa
3. Reputação e valores do GCP
4. Horário adequado das actividades
5. Diversidade de actividades
6. Frequência de familiares e/ou amigos
7. Localização próxima do trabalho

### CARTÕES DE SÓCIO, FREQUÊNCIA E ANTIGUIDADE

- Os sócios com cartão Gold treinam mais vezes por semana do que os que têm o cartão Classic
- Os sócios que pertencem à mais tempo ao GCP têm tendência para ser utilizadores mais frequentes

## SATISFAÇÃO DOS SÓCIOS DO GCP

### SATISFAÇÃO DOS SÓCIOS

- 95% estão satisfeitos com a **recepção**
- 84% estão satisfeitos com a relação **preço-qualidade**
- 92% estão satisfeitos com a adequabilidade do **horário**
- 86% estão satisfeitos com a **diversidade de actividades**
- 76% estão satisfeitos com a **sala de exercício**
- 81% estão satisfeitos com as **aulas de grupo**
- 31% não conhece a **Sala de Avaliação e Aconselhamento Técnico**; dos que conhecem, 76% estão com satisfeitos
- 84% estão satisfeitos com os **balneários**
- 65% estão satisfeitos com o **restaurante/bar**
- Apenas 32% das pessoas estão satisfeitas com o **estacionamento**
- 97% estão satisfeitos com os **colaboradores** do GCP